

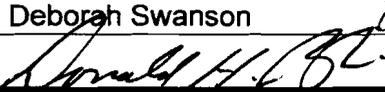
California's Child and Family Services Review County System Improvement Plan

| | |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| County: | Alameda County |
| Responsible County Child Welfare Agency: | Department of Children and Family Services, Social Services Agency/ Probation Department |
| Period of Assessment: | June 2007 - June 2010 |
| Period of Outcomes Data: | Quarterly Report for April 2008. The data in this report reflect the outcomes for data available through end of 2006. |
| Date Submitted: | 9-24-08 Final |

County Contact Person for County System Improvement Plan

| | |
|-----------------|------------------------------|
| Name: | Sarah Wales |
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Submitted by each agency for the children under its care

| | |
|----------------------|-------------------------------------------------------------------------------------|
| Submitted by: | County Child Welfare Agency Director (Lead Agency) |
| Name: | Carol Collins |
| Signature: |  |
| Submitted by: | County Chief Probation Officer |
| Name: | Deborah Swanson <i>Donald Blawins</i> |
| Signature: |  |

In Collaboration with:

| County & Community Partners | Name(s) | Signature |
|--------------------------------------|---------|-----------|
| County Health Department | | |
| County Mental Health Department | | |
| Parent Representative | | |
| Local Education Agency | | |
| As Applicable: | | |
| California Youth Connection | | |
| CDSS or Other County Adoption Agency | | |
| Local Tribes | | |

Name and affiliation of other participants are on a separate page



Yolanda Baldovinos
Interim Agency Director

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July 29, 2008

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

Dear Board Members:

SUBJECT: Approve the 2007 – 2010 System Improvement Plan (SIP) of the Social Services Agency's Department of Children and Family Services and Probation Departments

RECOMMENDATION:

In partial requirement for the Outcomes and Accountability Act (AB636), the Social Service Agency's Department of Children and Family Services (CFS) and Juvenile Probation has prepared a System Improvement Plan (SIP). This SIP is an extension of the SIP presented to and approved by the board in 2007 to add two (2) additional years as required by California Department of Social Services (CDSS). It is recommended that the Board:

- Review and approve a revised System Improvement Plan (SIP) for Children and Family Services and Juvenile Probation, which includes activities and strategies associated with improving outcomes in critical areas. The members of the Board of Supervisors are respectfully referred to the attached System Improvement Plan for review and approval.

SUMMARY/DISCUSSION:

This letter requests action by your Board for review and approval of a revised System Improvement Plan (SIP) prepared and submitted by SSA's Children & Family Services department, (CFS). SSA is required to participate in the Outcomes and Accountability Act (AB636), a statewide Child and Family Services Review (CFSR) process that includes a County Self Assessment plan (CSA), a System Improvement Plan (SIP), and a Peer Quality Case Review (PQCR). Each of these processes is required every three years. Additionally, CFS must provide annual updates to the System Improvement Plan. CFS conducted the first PQCR in May 2006. The County Self Assessment Plan (CSA) was presented to the California Department of Social Services (CDSS) in January 2007. From the County Self Assessment, CFS is required to identify a few critical areas to address in the System Improvement Plan, which requires Board of Supervisor approval every three years and will be submitted to the CDSS next month.

The SIP is a plan that has activities and strategies to address high priority areas. The current performance on the AB636 outcome measures shows that CFS meets, exceeds, or has been making progress on a number of the established Federal and State performance standards. Along with these successes, CFS has identified priority areas for improvement. The strategies listed on the attached SIP document are intended to impact these priority areas.

Specifically, the outcomes addressed on the attached SIP for CFS are the following:

- Increase children who remain safely in their home and therefore reduce first entries to foster care.
- Increase children and youth in Least Restrictive Settings by increasing relative placements and decreasing group home placements.
- Increase number of children who safely and permanently reunify with their families by increasing the number of children and youth who reunify and decreasing the number of those youth who re-enter foster care after reunification.
- Increase timely guardianships and adoptions.

Juvenile Probation has selected to focus on the following outcomes in the SIP:

- Reduce the number of out of home recommendations/referrals of delinquent youth submitted to the Juvenile Court.
- Reduce the average monthly rate of out of home placements.

SELECTION CRITERIA/PROCESS:

N/A

FINANCING:

Funds for the activities listed in the SIP are available within the approved SSA budget for FY 08-09. There is no request for additional net County costs.

Sincerely,



Yolanda Baldovinos
Interim Agency Director

Attachment: System Improvement Plan (SIP) 2007-2010 Draft

c: County Administrator
County Counsel
Auditor-Controller

ALAMEDA COUNTY BOARD OF SUPERVISORS

**** MINUTE ORDER ****

The following was action taken by the Board of Supervisors on September 9, 2008

Approved as Recommended Other

Unanimous Carson Lai-Bitker Miley Steele Haggerty - 5

Vote Key: N=No; A=Abstain; X=Excused

Documents accompanying this matter:

- Resolution(s) _____
- Ordinance(s) _____
- Contract(s): _____

File No. 23884
Item No. 38

Copies sent to:

S. Harris, M. Torow, C. Adams & C. Collins ✓

Special Notes:



I certify that the foregoing is a correct copy of a Minute Order adopted by the Board of Supervisors, Alameda County, State of California.

ATTEST:
Crystal Hishida Graff, Clerk of the Board
Board of Supervisors

By: _____
Deputy

Alameda County Children and Family Services Department - System Improvement Plan:

| | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------|
| Outcome/Systemic Factor: Increase the number of children who remain safely in their home and therefore reducing first entries to foster care (C1.4) | | | | | |
| County's Current Performance: All entries to foster care of 8 days or more: 2006 = 900; 2005 = 1028; 2004 = 954; 2003 = 1072 First entries to foster care of 8 days or more: 2006 = 569; 2005 = 690; 2004 = 613; 2003 = 693 | | | | | |
| Improvement Goal 1.0 To reduce new entries to foster care by 25% over the next five years, this is an average reduction of 40 children per year. | | | | | |
| Strategy 1. 1 (LEAD: Prevention & Intake Division Director/IVE Waiver Division Director) Expand Another Road to Safety (ARS) to all ages, countywide | | | Strategy Rationale ARS is a prevention strategy that is currently only available in 3 target areas to families with children ages 0-5 | | |
| Milestone | 1.1.1 Get data on high impact areas | Timeframe | Dec 2007 (done) | Assigned to | Prevention & Intake Division Director/IVE Waiver Division Director |
| | 1.1.2 Expand 3 target areas to all ages through RFP process | | Feb 2008 (done) | | Prevention & Intake Division Director/IVE Waiver Division Director |
| | 1.1.3 Review referral process | | Feb 2008 initially done & ongoing | | Prevention & Intake Division Director/IVE Waiver Division Director |
| | 1.1.4 Evaluate with CBO's what lessons were learned after expansion | | July 2007 – June 2010 ongoing | | Prevention & Intake Division Director/IVE Waiver Division Director |
| | 1.1.5 Implementation of ARS services to all ages, countywide | | Dec 2009 – June 2010 | | Prevention & Intake Division Director/IVE Waiver Division Director |
| Strategy 1. 2 (LEAD: Concurrent Planning Division Director) Voluntary Diversion Program | | | Strategy Rationale Divert families from formal court dependency to voluntary/informal relative/NREFM placement | | |
| Milestone | 1.2.1. Consult with County Counsel | Timeframe | Feb 07 (done) | Assigned to | Concurrent Planning Division Director |
| | 1.2.2 Gather information, Check w/other counties re: Diversion Model and collaborate with pilot dependency drug court to identify cases and appropriate oversight venue for diversion | | May 07 (done) | | Family Services Program Manager/ Assistant Agency Director |
| | 1.2.3 Establish criteria/profile of eligibility cases | | June 07 (done) | | Concurrent Planning Division Director/Intake Services Program Manager |
| | 1.2.4 Monitor and evaluate the effect of the Voluntary Diversion program on reducing entries | | July 2007 – June 2010 ongoing | | Concurrent Planning Division Director/Intake Services Program Manager |

Describe systemic changes needed to further support the improvement goal.

Expand existing prevention program (ARS) and develop a new prevention program (voluntary diversion).

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

none

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

ARS is a community-based prevention service, and CBO's provide the services to youth and families. Also, Juvenile Court is conducting a pilot dependency drug court, and our Department is collaborating with the Court towards getting substance abuse treatment for parents and investigating options for voluntary diversion.

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

none

Outcome/Systemic Factor:

Increase number of children and youth in Least Restrictive Settings (4B)

County's Current Performance:

First placement in a relative/NREFM home by year of first entry:

| | JAN2003- DEC2003 | JAN2004- DEC2004 | JAN2005- DEC2005 | JAN2006- DEC2006 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| First Entries Total | 693 | 613 | 690 | 569 |
| First entries placed with Kin/NREFM | 45 | 37 | 53 | 47 |
| % | 6.5% | 6.0% | 7.7% | 8.3% |

Point in Time relative/NREFM placements (percent of all children in care at that point in time):

| | 1-Oct-02 | 1-Oct-03 | 1-Oct-04 | 1-Oct-05 | 1-Oct-06 | 1-Oct-07 |
|-------------------|----------|----------|----------|----------|----------|----------|
| Foster Care Total | 3,993 | 3,596 | 3,204 | 2,863 | 2,604 | 2,493 |
| Kin Total | 1,436 | 1,244 | 1,095 | 976 | 902 | 855 |
| Kin % | 36.0% | 34.6% | 34.2% | 34.1% | 34.6% | 34.3% |

Improvement Goal 1.0

Increase relative placements. Specifically, increase percentage of children whose first placement is in a relative/NREFM home by 50% over five years, which would be a total increase to approximately 10% of first entries or approximately 25 children over a five year period. Additionally, increase the percentage of children in relative/NREFM placements at any given point in time by 25% over 5 years.

Strategy 1. 1 (LEAD: IVE Waiver Division Director)

Implement One Child, One Placement philosophy with Relative Approval process at the Assessment Center.

Strategy Rationale

This enhancement will allow us the ability to immediately approve relative/NREFM caregivers.

| Milestone | Timeframe | Assigned to |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------|
| 1.1.1 Redesign placement section to include family finding clerks, placement units, PRIDE, licensing, adoption assessments, and Assessment Center | July 2007 - Dec. 2009 | IVE Waiver/Placement Division Director |
| 1.1.2 Add Relative Approval responsibilities to placement section | July 2007 (done) | IVE Waiver/Placement Division Director |
| 1.1.3 Design I-board system for placement assignment | July 2007 (done) | IVE Waiver/Placement Division Director |

Strategy 1. 2 (LEAD: IVE Waiver Division Director)

Establish family-finding efforts as soon as child enters foster care

Strategy Rationale

Increase the number of known potential relative caregivers at intake

| Milestone | Timeframe | Assigned to |
|--------------------------------------------------|----------------|--------------------------------------|
| 1.2.1 Research search options (cost analysis) | May 07 (done) | Specialized Units Management Analyst |
| 1.2.2 Develop protocol/policy/philosophy | June 07 (done) | OPG/Legislation Management Analyst |

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| | <p>1.2.3 Determine Specialist Clerk staffing needs for family finding and RA input</p> | | June 07 (done) | | Clerical Support Manager |
| | <p>1.2.4 Consolidate & expand search efforts</p> | | July 2007 – Dec 2009 | | Clerical Support Manager/Placement Program Manager |
| | <p>1.2.5 Staff training on purpose and procedures for Family Finding efforts</p> | | July 2007 – June 2010 | | Staff Development Manager |
| | <p>1.2.6 Develop a proposal for creation of a Family Finding unit in the Intake Services Program</p> | | July 2008 - March 2009 | | Intake Services Program Division Director and Program Manager |
| <p>Strategy 1. 3 (LEAD: IVE Waiver Division Director) Create more responsive CLETS capabilities at the Assessment Center</p> | | | <p>Strategy Rationale Increase capacity to complete a relative approval within 23 hours before a child must leave the Assessment Center</p> | | |
| <p>Milestone</p> | <p>1.3.1 Arrange for direct access to CLETS terminal in Placement Services at the Assessment Center</p> | <p>Timeframe</p> | Jan 2009 - Dec. 2009 | <p>Assigned to</p> | IVE Waiver/Placement Division Director and Placement Program Manager |
| | <p>1.3.2 Assign Clerical staff to operation of CLETS at the Assessment Center</p> | | June 2009 - Dec. 2009 | | IVE Waiver/Placement Division Director and Placement Program Manager |
| | <p>1.3.3 Arrange for training of Placement staff in reading and understanding CLETS criminal record results</p> | | Sept 2007 - Dec. 2009 ongoing | | IVE Waiver/Placement Division Director and Placement Program Manager |
| <p>Strategy 1. 4 (LEAD: Department Executive Team) Eliminate the distinction between emergency and regular foster homes (and therefore the pay differential for emergency)</p> | | | <p>Strategy Rationale Eliminate need for two placements within first 30 days and increase need to find relative caregivers while a youth is in the Assessment Center by eliminating the emergency foster home setting. Also solidifies our intent to institute One Child, One Placement philosophy with our foster parents.</p> | | |
| <p>Milestone</p> | <p>1.4.1 Research rate restructure payment options with other counties</p> | | May 07 (done) | | Family Services Program Manager (bay area) Assistant Agency Director (statewide) |
| | <p>1.4.2 Establish method for new FH rate ("average") including Special Care Rate Process</p> | | May 07 (done) | | Department Executive Team |
| | <p>1.4.3 Waiver meeting with Resource Parents</p> | | June 07 (done) | | Assistant Agency Director |

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| | 1.4.4 Rate restructure (use savings over the course of the IVE waiver to re-invest in foster care payments) | | July 2007 – June 2010 ongoing | | Department Executive Team |
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Improvement Goal 2.0
 Decrease the percentage of children in group home placements at any given point in time by 50% over 5 years.

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| Strategy 2.1 (LEAD: Gateways to Permanence Division Director) Continue with GH Family Preservation and Dumisha Jamaa efforts | Strategy Rationale These two initiatives reduce the number of youth in group homes and increase the number of youth exiting foster care to a permanent home. |
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| Milestone | 2.1.1 maintain Dumisha Jamaa | Timeframe | July 2007 – June 2010 ongoing | Assigned to | Gateways to Permanence Division Director |
| | 2.1.2 maintain GH Family Preservation | | July 2007 – June 2010 ongoing | | Gateways to Permanence Division Director |

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| Strategy 2.2 (LEAD: IVE Waiver Division Director) Enhance county-licensed foster home recruitment | Strategy Rationale Some youth are placed in group home settings because there are not other placement options, even after they no longer require that level of care. |
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| Milestone | 2.2.1 Hire Foster Parent Recruiter | Timeframe | April 07 (done) | Assigned to | IVE Waiver/Placement Division Director |
| | 2.2.2 Disseminate "Protocol for fostering/adopting by county staff" to all county staff | | May 07 (done) | | Public Information Officer/Foster Parent Recruiter |
| | 2.2.3 Internal Recruitment Fair | | June 07 & annually – June 2010 | | Program Manager Group |
| | 2.2.4 Conduct Exit Interviews with County Resource Parents when leaving the county and record responses | | July 2007 – June 2010 ongoing | | Licensing Supervisor |
| | 2.2.5 Continue Bay Area Heart Gallery | | July 2007 – June 2010 ongoing | | Adoptions Management Analyst |
| | 2.2.6 Continue Faith Based Efforts | | July 2007 – June 2010 ongoing | | Assistant Agency Director |
| | 2.2.7 Target foster care recruitment in schools so children can remain in neighborhoods | | Sept 2009 – June 2010 | | Foster Parent Recruiter/ IVE Waiver/Placement Division Director |

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| <p>Strategy 2.3 (LEAD: IVE Waiver Division Director/Gateways to Permanence Division Director) Develop and implement screening mechanism for youth entering group home settings for the first time.</p> | | <p>Strategy Rationale A screening mechanism will ensure that youth are placed in group homes only when appropriate.</p> | | | |
| <p>Milestone</p> | <p>2.3.1 Develop a internal Planning Committee consisting of Program Managers & Division Directors to design the screening mechanism process for youth entering group homes</p> | <p>Timeframe</p> | <p>Dec 2008 - June 2009</p> | <p>Assigned to</p> | <p>IVE Waiver/Placement Division Director/Gateways to Permanence Division Director</p> |
| | <p>2.3.2 Develop the criteria for the screening tool</p> | | <p>Dec 2008 - June 2009</p> | | <p>IVE Waiver/Placement Division Director/Gateways to Permanence Division Director/ Planning Comm.</p> |
| | <p>2.3.3 Implement protocol for use of the screening tool into practice; test tool</p> | | <p>June 2009 – Aug 2009</p> | | <p>IVE Waiver/Placement Division Director/Gateways to Permanence Division Director</p> |
| | <p>2.3.4 Provide staff training on the use of the tool</p> | | <p>Nov 2009 – Mar 2010</p> | | <p>IVE Waiver/Placement Division Director/Gateways to Permanence Division Director/Staff Development Trainer</p> |
| <p>Describe systemic changes needed to further support the improvement goal. Implement One Child, One Placement philosophy, restructure foster care payment rates, institute formal foster care parent recruitment, and develop screening process for group home placements.</p> | | | | | |
| <p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. none</p> | | | | | |
| <p>Identify roles of the other partners in achieving the improvement goals. Resource parents will be involved in both planning and implementation of placement redesign, recruitment efforts, and rate restructure. Dumisha Jamaa is a collaborative effort with local CBO's to provide permanence for foster youth. Casey Family Programs and California Permanence for Youth Project provide administrative support and technical assistance for Group Home Family Preservation. Our Department has convened a group of faith leaders from across the county to form a Faith Initiative, which will be instrumental in our recruitment efforts described in the improvement goals.</p> | | | | | |
| <p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. none</p> | | | | | |

Outcome/Systemic Factor:

Increase number of children who safely and permanently reunify with their families within 12 months (3A and 3E/ C1.1 and C1.3).

County's Current Performance:

Percent of children who reunify within 12 months after first entry to care:

| Reunification -exit cohort | JAN2002- DEC2002 | JAN2003- DEC2003 | JAN2004- DEC2004 | JAN2005- DEC2005 | JAN2006- DEC2006 |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| COUNT | n | n | n | n | n |
| Reunified in less than 12 months | 375 | 367 | 323 | 372 | 286 |
| % Reunified in < 12 months | 61% | 66% | 63% | 70% | 64% |
| Reunified in 12 months or more | 241 | 191 | 188 | 161 | 159 |
| Total | 616 | 558 | 511 | 533 | 445 |

| Reunification -6-month entry cohort | JAN2002- JUN2002 | JAN2003- JUN2003 | JAN2004- JUN2004 | JAN2005- JUN2005 | JAN2006- JUN2006 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| COUNT | n | n | n | n | n |
| Reunified | 142 | 136 | 121 | 165 | 100 |
| % Reunified in < 12 months | 41% | 41% | 41% | 47% | 39% |
| Total | 345 | 328 | 298 | 350 | 256 |

Improvement Goal 1.0

Increase percent of children who reunify with their family within 12 months of first entry to 60% over five years.

Strategy 1. 1 (LEAD: Prevention & Intake Division Director)

Expand use of SDM concepts from tools & definitions in TDM's

Strategy Rationale

SDM provides an objective guide for determining safety versus risk and helps CWW's make consistent decisions.

| Milestone | Timeframe | Assigned to |
|--------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------|
| 1.1.1 Facilitators to ask CWW's about safety and risk factors from tools to ensure SDM is discussed | May 2007 – June 2010 ongoing | Prevention & Intake Division Director |
| 1.1.2 Create process to ensure that SDM tools are used frequently and as intended | June 2007 – June 2010 ongoing | Program Manager Group |
| 1.1.3 Make posters for TDM rooms with safety and risk factors | July 2007 (done) | Prevention & Intake Division Director |

Strategy 1. 2 (LEAD: Concurrent Planning Division Director/Prevention & Intake Division Director)

Expand Family Reunification TDM's

Strategy Rationale

TDM's engage families in the decision-making process. More effective parent engagement can lead to increased likelihood of reunification.

| Milestone | Timeframe | Assigned to |
|------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------|
| 1.2.1. Create process to ensure that FR TDM's occur frequently and timely | June 2007 | Concurrent Planning Division Director/Prevention & Intake Division Director |

| | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------|
| | <p>1.2.2 Include FR SDM tool in procedures for 1.1.1 and 1.1.2 and 1.1.3 above</p> | | April 2007 (done) | | Prevention & Intake Division Director/PM group |
| | <p>1.2.3 TDM workgroup continue to meet</p> | | July 2007 – June 2010 | | Prevention & Intake Division Director/Concurrent Planning Division Director |
| | <p>1.2.4 Monitor and evaluate the consistency of FR TDMs and use of SDM tools in FR through Safe Measures review</p> | | Nov 2008 – June 2010 ongoing | | Prevention & Intake Division Director/Concurrent Planning Division Director |
| | <p>1.2.5 Expand Group Home Family Finding Unit to include FR cases</p> | | March 2009 – Dec 2009 | | Concurrent Planning Division Director/ Gateways to Permanence Division Director |
| <p>Strategy 1.3 (LEAD: IVE Waiver Division Director) Implement icebreakers to support frequent visits between foster parents and birth parents in foster homes, parent homes, churches, and other familiar and comfortable settings.</p> | | | <p>Strategy Rationale Icebreaker meetings have engaged foster parents in the reunification process and have engaged birth parents in child-rearing while their children are in care, which can lead to increased chance of reunification.</p> | | |
| Milestone | <p>1.3.1 Request Technical Assistance from Family to Family for Icebreakers</p> | Timeframe | March 2007 (done) | Assigned to | IVE Waiver/Placement Division Director |
| | <p>1.3.2 Schedule workgroup meeting</p> | | May 2007 (done) | | IVE Waiver/Placement Division Director |
| | <p>1.3.3 Implement policy and put icebreaker meetings into regular practice</p> | | Dec. 2008 – Mar 2009 | | IVE Waiver/Placement Division Director |
| | <p>1.3.4 Continue to monitor and evaluate the effectiveness of icebreakers on progress toward reunification</p> | | Jan 2009 – June 2010 | | IVE/Placement Waiver Division Director |

County's Current Performance: Re-entry rate, percent of children who re-enter care within 12 months after they reunified within 12 months of first entry. (3F and 3G/ C1.4)

| Reentered in less than 12 months, first entries, stays 8+ days | JAN2002-DEC2002 | JAN2003-DEC2003 | JAN2004-DEC2004 | JAN2005-DEC2005 |
|----------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Reentered in less than 12 months | 80 | 65 | 44 | 71 |
| % Reentered | 18% | 16% | 12% | 17% |
| No reentry within 12 months | 372 | 352 | 312 | 338 |
| Total | 452 | 417 | 356 | 409 |

Improvement Goal 2.0

Decrease children who re-enter foster care after reunification by 20% over five years.

Strategy 2.1 (LEAD: Gateways to Permanence Division Director)

Expand Foster Care Eligibility staffing

Strategy Rationale

Make Eligibility Technicians available very early in the dependency and reunification processes to ensure that families have the financial and medical resources to assist with successful reunification.

| Milestone | Timeframe | Assigned to |
|--------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------|
| 2.1.1 Foster Care ET III to attend FR TDM's | Dec. 2009 – June 2010 | Gateways to Permanence Division Director & IVE Waiver/Placement Division Director |
| 2.1.2 Foster Care ET attached to FM units | Dec. 2009 – June 2010 | Gateways to Permanence Division Director & IVE Waiver/Placement Division Director |
| 2.1.3 All ET III's moved to our Department to carry case beyond dismissal of dependency | Dec. 2009 – Feb 2010 | Gateways to Permanence Division Director & IVE Waiver/Placement Division Director |
| 2.1.4 Staff training provided by Staff Development | Dec. 2009 – Mar 2010 | Gateways to Permanence Division Director & IVE Waiver/Placement Division Director |
| 2.1.5 Expand CFS -CalWORKS Linkages to all TDMs | Dec 2009 – June 2010 | Gateways to Permanence Division Director & IVE/Placement Division Director |

Strategy 2. 2 (LEAD: IVE Waiver Division Director Prevention & Intake Division Director)

Link families to community based services to provide after-care services – ARS expansion

Strategy Rationale

After-care services will help sustain permanent placements with parents or adoptive parent or guardian.

| Milestone | Timeframe | Assigned to |
|---------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
| 2.2.1 Identify Community Based Organizations that are currently providing medical and other services | Dec 2007 – June 2010 | Management Analyst Group |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------------|
| <p>2.2.2 Develop a resource guide of providers (or enhance Eden I&R or other existing resource guides) Guide will be available to all Child Welfare Staff in the Department through the Online Practice Guide (OPG) and monitored by OPG Management Analyst</p> | Dec 2007 – June 2010 | Management Analyst Group |
| <p>2.2.3 Conduct a needs assessment and gaps analysis countywide</p> | Dec 2007 – June 2010 | Management Analyst Group |
| <p>2.2.4 Design a system of after care services to fill in gaps of services that are still needed</p> | Dec 2007 – June 2010 | Management Analyst Group |
| <p>2.2.5 Explore development of Wrap Around services to coordinate with ARS staff</p> | Dec 2008 – June 2010 | Gateways to Permanence Division Director & IVE/Placement Division Director |
| <p>Describe systemic changes needed to further support the improvement goal. Expand use of TDM's, implement icebreaker meetings between foster and birth parents, expand foster care eligibility and design community based after care services for reunified and adoptive families.</p> | | |
| <p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. none</p> | | |
| <p>Identify roles of the other partners in achieving the improvement goals. Input and collaboration with resource families will be essential to effectively implement the icebreaker meetings. Also, community based organizations will provide the after care services in a system much like our prevention program, Another Road to Safety.</p> | | |
| <p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. none</p> | | |

Outcome/Systemic Factor:

Increase percent of timely guardianships and adoptions. (3D and 3A/ C2.1 and C3.1)

County's Current Performance:**Adoption within 24 months of first entry (by year of first entry)**

| Adopted within 24 months -exit cohort | JAN2002- DEC2002 | JAN2003- DEC2003 | JAN2004- DEC2004 | JAN2005- DEC2005 | JAN2006- DEC2006 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| COUNT | n | n | n | n | n |
| Adopted within 24 months | 26 | 75 | 52 | 58 | 68 |
| % Adopted | 13% | 24% | 23% | 32% | 40% |
| Not adopted within 24 months | 170 | 237 | 176 | 126 | 101 |
| Total | 196 | 312 | 228 | 184 | 169 |

Guardianships (kingap and other guardianship) established within 24 months of first entry

| | JAN2003- DEC2003 | JAN2004- DEC2004 | JAN2005- DEC2005 | JAN2006- DEC2006 |
|------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Total | 2,243 | 1,905 | 1,595 | 1,382 |
| Exited to guardianship by end of year and before age 18 | 125 | 102 | 63 | 68 |
| % exits to Guardianship | 6% | 5% | 4% | 5% |

Improvement Goal 1.0

Increase the percent of children adopted within 24 months by 20% over 5 years.

Increase the percent of children that exit to guardianship within 24 months by 20% over 5 years.

Strategy 1. 1 (LEAD: Prevention & Intake Division**Director/Concurrent Planning Division Director)**

Implement Permanency TDM's

Strategy Rationale

Achieve more effective concurrent planning to ensure that there is a plan for permanence in the event reunification does not occur

| Milestone | Timeframe | Assigned to |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------|
| 1.1.1 Determine staff needs for additional TDM facilitators | May 2007 – June 2010 | Prevention & Intake Division Director/Concurrent Planning Division Director |
| 1.1.2 Create plan for implementation | June 2007 (done) | Prevention & Intake Division Director/Concurrent Planning Division Director |
| 1.1.3 HR to create CWS and CWW positions | July 2007 – June 2010 ongoing/as needed | Department Executive Team |
| 1.1.4 Train staff to participate in permanence TDM's; training conducted by Staff Development | July 2007 – June 2010 ongoing after implementation | Staff Development Manager |

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| Strategy 1. 2 (LEAD: IVE Waiver Division Director) Develop permanence expertise to ensure that the most permanent plan of Adoption or Guardianship is a priority for children in long term placement | | Strategy Rationale One Child, One Placement philosophy will increase permanence through adoption or guardianship for children who do not successfully reunify. | | | |
| Milestone | 1.2.1. Train placement staff about permanence in conjunction with placement section re-design | Timeframe | July 2007 & ongoing | Assigned to | IVE Waiver Division Director |
| | 1.2.2 Train all staff on One Child, One Placement philosophy | | 2007 & ongoing after implementation | | Staff Development Manager |
| Describe systemic changes needed to further support the improvement goal. Expand TDM's to include permanence TDM's, implement One Placement, One Child placement redesign. | | | | | |
| Describe educational/training needs (including technical assistance) to achieve the improvement goals. none | | | | | |
| Identify roles of the other partners in achieving the improvement goals. Resource parent participation at permanence TDM's and in every stage of concurrent planning will be essential to achieve the improvement goal. | | | | | |
| Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. none | | | | | |

Outcome/Systemic Factor:

Timely social worker visits with children (2B & 2C)

County's Current Performance: Alameda County has a high level of compliance with monthly face-to-face contacts with children that are not reflected in CWS/CMS documentation.

For measure 2B – 10 day time to investigation - Emergency Response face to face compliance for Quarter 1 2008; source - Safe Measures

| | Count | Percentage |
|-----------------------|------------|--------------|
| Compliance | 599 | 91.3% |
| Non-compliance | 57 | 8.7% |
| Total | 656 | 100% |

For Measure 2C - required face to face contacts made in a timely manner according to the indicated contact frequency, point in time – March 2008 (staff have 60 days to enter contact in CWSCMS); source – Safe Measures

| Contact Schedule | In Compliance | Not in Compliance | Total |
|------------------------|-------------------|-------------------|------------------|
| Monthly: | <u>1577</u> 76.5% | <u>485</u> 23.5% | <u>2062</u> 100% |
| Every 2 Months: | <u>94</u> 91.3% | <u>9</u> 8.7% | <u>103</u> 100% |
| Every 3 Months: | <u>155</u> 89.1% | <u>19</u> 10.9% | <u>174</u> 100% |
| Every 6 Months: | <u>643</u> 89.3% | <u>77</u> 10.7% | <u>720</u> 100% |
| Total: | <u>2469</u> 80.7% | <u>590</u> 19.3% | <u>3059</u> 100% |

Overall Improvement Goal

Increase documentation of face-to-face contacts in CWS/CMS overall maintaining a 90% or higher compliance rate

Goal 1.0

Standardize how, where, and when face-to-face contacts are entered in CWS/CMS.

Strategy 1.1

Increase monitoring of face-to-face contacts by supervisors and program managers by using Safe Measures

Strategy Rationale

Increased accountability of social workers and supervisors to senior managers will improve Child Welfare Worker documentation of face-to-face contacts in CWS/CMS.

| Milestones | Timeframe | Assigned to |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------|
| 1.1.1 Ensure that all Child Welfare Supervisors and Program Managers consistently & regularly monitor compliance using Safe Measures. In addition, other suggested compliance tools are the Referral and Case Deadlines Reports from Business Objects | Sept 2008 – June 2010 | Quality Assurance, Child Welfare Supervisors Program Managers |

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| | <p>1.1.2 Supervisors will review Safe Measures data with workers at least once per month.</p> | | <p>Sept 2008 – June 2010 ongoing</p> | | <p>Supervisor and Child Welfare Workers</p> |
| | <p>1.1.3 Program Manager will review Safe Measures data with Supervisors at least once per month.</p> | | <p>Sept 2008 – June 2010 ongoing</p> | | <p>Program Managers and Supervisors</p> |

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| <p>Strategy 1. 2 Monitor documentation of face to face contacts and use contact waiver exceptions in CWS/CMS.</p> | <p>Strategy Rationale Lack of timely documentation of face to face contacts and accurate entry of contact waiver exception in CWS/CMS gives the appearance of lower performance on face-to-face contacts in Alameda County.</p> |
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| <p>Milestones</p> | <p>1.2.1 QA/QC conduct internal audits in CWS/CMS and Safe Measures</p> | <p>Timeframe</p> | <p>Quarterly Sept 2008 – June 2010 ongoing</p> | <p>Assigned to</p> | <p>Quality Assurance Unit</p> |
| | <p>1.2.2 Evaluate practice use of contact waivers in CWS/CMS and Safe Measures</p> | | <p>Sept 2008 – June 2010 ongoing</p> | | <p>Quality Assurance Unit and Program Managers</p> |
| | <p>1.2.3 Identify barriers to meeting compliance with face to face contacts.</p> | | <p>Sept 2008 – June 2010 ongoing</p> | | <p>Child Welfare Supervisors and Quality Assurance Unit</p> |
| | <p>1.2.4 Supervisors will review two face to face contact entries in CWS/CMS and Safe Measures and will discuss in supervision with Child Welfare Workers</p> | | <p>Monthly Sept 2008 – June 2010 ongoing</p> | | <p>Child Welfare Supervisor</p> |

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| <p>Goal 2.0 Recognize and acknowledge improved documentation of face-to-face contacts in CWS/CMS.</p> |
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| Strategy 2.1 Use all methods available to inform staff of improvements | | Strategy Rationale Acknowledging and recognizing effort reinforces positive outcomes. | | | |
| Activities | 2.1.1 Include announcement of improved compliance rates in Department newsletter. | Measure/ Time | Begin Fall 2008 Quarterly – June 2010 | Assigned to | Department Editor, Management Analyst workgroup |
| Describe systemic changes needed to further support the improvement goals. Increase use of CWS/CMS for entering face to face contacts and use of Safe Measures by staff, supervisors, and managers. | | | | | |
| Describe educational/training needs (including technical assistance) to achieve the improvement goals. Reemphasize through training and supervisory support the standards and guidelines for documenting face-to-face contacts in CWS/CMS | | | | | |
| Identify roles of the other partners in achieving the improvement goals. Support will be needed from SSA Training/Staff Development and CWS/CMS application support staff. | | | | | |
| Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Qualify attempted face to face contacts made more than once in a month as meeting compliance on an "attempted basis" when exhaustive efforts to locate the child in the designated month are fully documented. | | | | | |

Alameda County Juvenile Probation Department - System Improvement Plan:

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| Outcome/Systemic Factor: Increase number of children who can remain safely in their home | | | | |
| County's Current Performance: In June 2007 253 children had been removed from their homes and were residing in group homes. In June 2008 184 children removed and residing in group homes. | | | | |
| Improvement Goal 2.0 Reduce out-of-home recommendations/referrals | | | | |
| Strategy 2. 1 Collect data on primary sources and number of out-of-home placement recommendations. | | | Strategy Rationale¹ Provides opportunity to review and evaluate appropriateness of referrals and recommendations | |
| Milestone | 2.1.1 Capture data from court orders, dispositional reports and placement statistics/3 rd & 4 th quarters fiscal year 07-08 | Timeframe | June 2008 - done | Assigned to Placement and Family Preservation Unit Managers and Director |
| Strategy 2. 2 Develop criteria/guidelines to determine a minor's removal from home. | | | Strategy Rationale¹ Establish consistency in removal determination process, provide guides/roadmap to assure community based treatment avenues have been exhausted | |
| Milestone | 2.2.1. Formalize criteria in document, disseminate and train staff, develop monitoring procedure | Timeframe | June 2008 – June 2010, ongoing | Assigned to Juvenile Field Services Division, service area Directors and Unit Supervisors |

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| Strategy 2.3 Expand awareness of alternate dispositions, including Camp Sweeney, Family Preservation, Community Probation, and related enhanced CBO involvement. | | Strategy Rationale ¹ Educating staff to alternative, evidenced based treatment services that can be provided within the community results in diversion from placement in residential facilities | | |
| Milestone | 2.3.1 Series of staff trainings to be delivered via unit meetings, monitoring of reports prior to submission to Court, one on one coaching when necessary | Timeframe | December 2007 - December 2010, ongoing | Assigned to Juvenile Division managerial staff |
| Strategy 2.4 Develop review and approval process for home removal recommendations, including a check-list of prior intervention efforts and contacts with supervisor prior to court report recommendation | | Strategy Rationale Will preclude premature removal from home. | | |
| Milestone | 2.4.1 Develop and implement a screening committee that will review and approve all potential out of home recommendations, Committee will include Placement and Family Preservation managerial staff. | Timeframe | February 2008 - done and ongoing - June 2010 | Assigned to Juvenile Field Services Directors, Deputy Chiefs Juvenile Field Services |
| Strategy 2.5 Educate Bench Officers on efforts to treat minors in least restrictive environment while providing improved wrap around services to primary caregivers and family. | | Strategy Rationale Juvenile Court Judges and Commissioners as the ultimate decision makers, must understand and support the waiver focus and goals | | |
| Milestone | 2.5.1 Establish a forum for continuous dialogue with Presiding Judge of Juvenile Court and bench officers | Timeframe | June 2008 - done and ongoing - June 2010 | Assigned to Deputy Chiefs, Juvenile Field Services |
| Describe systemic changes needed to further support the improvement goal. Expand field units engaged in providing front end, preventative services, | | | | |
| Describe educational/training needs (including technical assistance) to achieve the improvement goals. none | | | | |
| Identify roles of the other partners in achieving the improvement goals. Community based organizations contracting with this Agency will be an integral component in the delivery of wraparound services to children and families and in some cases will have to expand the scope of their services. | | | | |
| Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. none | | | | |

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| Outcome/Systemic Factor: Increase number of children and youth in least restrictive settings | | | | |
| County's Current Performance: In June 2007, 106 children were in the Family Preservation Unit and 797 children were on Community Probation. In June 2008, 145 children were in the Family Preservation Unit and 840 children were on Community Probation. | | | | |
| Improvement Goal 2.0 Reduce average monthly rate of out-of-home placements | | | | |
| Strategy 2. 1 Reduce average length of stay. | | | Strategy Rationale² Earlier evaluation of strengths and needs of children and immersion in the rehabilitative tracks of residential facilities have resulted in the reduction of average lengths of stay. Introduction of improved screening and evaluation instruments, the results of which are shared with residential providers also have aided in earlier develop of treatment and transitional plans. | |
| Milestone | 2.1.1 Residential field deputies have been tasked with intensifying level of monitoring service delivery by providers and documenting the effort and results in internal monthly contact documents | Timeframe | December 2007 – June 2010, ongoing | Assigned to Line staff, Placement Unit Supervisors, Director and 4E Waiver Deputy Chief |
| Strategy 2. 2 Re-educate vendor's service delivery time frames with improvement monitored by field Deputy Probation Officer. | | | Strategy Rationale¹ Refreshing vendors as to the Agency's foster care philosophy of reunification, improving familial environment when necessary, early institution of transitional plans and more interactive collaboration with case manager will produce improved service delivery schedules. | |
| Milestone | 2.2.1. Line deputies and Unit Supervisors open dialogue with service delivery vendors to discuss waiver focus and goals and Agency expectations | Timeframe | December 2007 - done and ongoing - June 2010 | Assigned to Placement case managers(deputy probation officer),placement Unit Supervisors, Director |

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

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| Strategy 2.3 Re-deploy and increase placement DPO's to improve caseload ratio, thus allowing enhanced scrutiny of DPO's actions to broker services. | | Strategy Rationale¹ Improved staffing ratios in front end and service delivery areas enhance monitoring efforts, collaboration with service providers and families and early development of relevant treatment and transitional plans. | | |
| Milestone | 2.3.1 Added two deputies to placement field supervision reducing child/provider/deputy ratio. | Timeframe | October 2007 done | Assigned to Director Deputy Chief Juvenile Field Services |
| Strategy 2.4 Increase utilization of Family Preservation and Community Probation Units to assist in transitioning opportunities for early return to caregiver and family as well as providing continuum of services for children returned to caregivers and family. | | Strategy Rationale Services provided by these community based treatment models successfully divert children from out of home removal and by providing intensive transitional services provide the opportunity for children to be reunited with primary care givers sooner than has been historically possible. | | |
| Milestone | 2.4.1 Restructuring of some Juvenile Services units and redeployment of staff to assure a successful waiver effort. | Timeframe | August 2008 - June 2010, ongoing | Assigned to Deputy Chiefs and Directors, Juvenile Field Services. |
| Describe systemic changes needed to further support the improvement goal. Restructure and blend some juvenile services job functions to increase efficiency and accountability. | | | | |
| Describe educational/training needs (including technical assistance) to achieve the improvement goals. none | | | | |
| Identify roles of the other partners in achieving the improvement goals. None | | | | |
| Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. none | | | | |