DEPARTMENT OF SOCIAL SERVICES
744 P Street, Sacramento, California 95814

February 3, 2004

ALL COUNTY LETTER: 04-05

REASON FOR THIS TRANSMITTAL

[x] State Law Change
[ ] Federal Law or Regulation Change
[ ] Court Order
[ ] Clarification Requested by One or More Counties
[ ] Initiated by CDSS

TO: ALL COUNTY WELFARE DIRECTORS
ALL COUNTY PROBATION OFFICERS
ALL CHILD WELFARE SERVICES PROGRAM MANAGERS

SUBJECT: IMPLEMENTATION OF CHILD WELFARE SERVICES OUTCOME AND ACCOUNTABILITY SYSTEM

REFERENCE: WELFARE AND INSTITUTIONS CODE SECTION 10601.2, STATUTES OF 2001 (AB 636)

Pursuant to State Law (AB 636), effective January 2004, a new Child Welfare Services Outcome and Accountability System will begin operation in California. The new system, referred to as the California-Child and Family Services Review (C-CFSR), was developed in accordance with the provisions of WIC 10601.2 and focuses primarily on measuring outcomes in Safety, Permanence and Child and Family Well-Being. The new system replaces the former Child Welfare Services Oversight System which focused exclusively on regulatory compliance and brings California's oversight into alignment with the Federal Child and Family Service Review oversight system of the states.

OVERVIEW

The new system operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement and public reporting of program outcomes. The principle components of the system include: Quarterly Outcome and Accountability Reports published by the California Department of Social Services (CDSS); County Self-Assessments; County Peer Quality Case Reviews; County System Improvement Plans and State Technical Assistance and Monitoring.

The features of each component include:

- Quarterly Outcome and Accountability County Data Reports - in early 2004, CDSS will begin issuing quarterly reports with key safety, permanence and well being indicators for each county. These quarterly reports provide summary level Federal and State program measures that will serve as the basis for the county self assessment reviews and be used to track State and county performance over time. The initial January 2004 report will serve as the baseline level of performance for each county and represents the starting point that each county

will use to measure improvement. It is important that counties not draw comparisons to other counties or even to the State as a whole given the differences in demographics, resources and practice. The intent of the new system is for each county, through their self assessment, to determine the reasons for their current level of performance and to develop a plan for measurable improvement. (Note: the initial Quarterly Data Report does not contain all of the elements in the C-CFSR matrix listed in the CWS Outcomes and Accountability Conceptual Design. The remaining measures are under development and will be reported for the next self assessment cycle).

- County Self-Assessment - is a focused analysis of the data from the January 2004 report performed by each county of its' own Child Welfare Services program including such services provided to probation youth. The county Child Welfare Agency in partnership with the county Probation Department, proportionate to their share of children in the system, will work together with public and private agencies, the judiciary and the community to complete the assessment. The Self-Assessment Outline and Instructions provide the requirements and format to ensure that the county examines all program areas. This is necessary to determine the basis for current level of performance and to identify procedural, systemic, practice or resource barriers to improved performance. Counties are strongly encouraged to utilize existing planning processes and/or existing community based groups to facilitate the public input into the self assessment process.

- County Peer Quality Case Reviews (PQCR) – an extension of the county's self-assessment process and is guided by questions raised by the analysis of outcome data and systemic factors. The goal of the PQCR is to analyze specific practice areas and to identify key patterns of agency strengths and concerns for the host county. The PQCR process uses peers from other counties to promote the exchange of best practice ideas within the host county and to peer reviewers. The peer reviewers provide objectivity to the process and serve as an immediate onsite training resource to the host county.

- County System Improvement Plans - are developed by the lead agencies in collaboration with their local partners and are approved by the County Board of Supervisors and CDSS. The overall focus of the plan is a commitment to specific measurable improvements in performance outcomes that the county will achieve within a defined timeframe. The County System Improvement Plan will establish program priorities, define the actions steps to achieve improvement and establish the specific percentage increases in performance that the county will achieve within the term of the plan. The County System Improvement Plan is based on the previous components and it is recommended that all counties include early

involvement of the Board of Supervisors or their representatives in the county Self-Assessment to ensure timely submission of the Plan to the State.

- State Technical Assistance and Monitoring – The CDSS staff will monitor the completion of all activities under the C-CFSR for each county, including: ongoing tracking of county performance measures, reviewing county self-assessments for completeness, participation in peer quality case reviews and review and approval of the county system improvement plans. The CDSS will provide guidance and technical assistance to counties during each phase of C-CFSR process and ultimately track and report on progress toward measurable goals set by each county in their plan. As the new C-CFSR system is fully implemented, CDSS will compile the county information to fulfill the requirements for a Statewide Self-Assessment and Program Improvement Plan under the Federal review process.

IMPLEMENTATION REQUIREMENTS AND TIMEFRAMES

The new C-CFSR system is effective beginning January 2004. When fully implemented, the C-CFSR process will be a tri-annual review with a third of the counties completing all steps in the review process every third year, with annual updates to their County System Improvement Plan. For the initial implementation of the new system, however, all counties are required to complete a County Self-Assessment and County System Improvement Plan.

The CDSS will issue instructions in future All County Letters regarding conversion of the C-CFSR to a tri-annual process and, any changes to the forms or instruments. The CDSS will also issue implementing regulations. For purposes of the initial implementation year the following actions must be taken no later than the date indicated:

1) **Quarterly Outcome and Accountability Data Reporting Begins:** January 2004

   The initial report will be sent to each county in early 2004.

2) **County Self-Assessment Reviews Completed and Submitted to CDSS:** June 30, 2004

3) **County System Improvement Plans Approved by the County Board of Supervisors and the California Department of Social Services:** Sept. 30, 2004

INSTRUCTIONS AND FORMS

Attached you will find:

a) A sample quarterly County Outcome and Accountability County Data Report (Attachment A) and the report Interpretation Guide (Attachment B), which defines the terms used and identifies additional sources of information for each item in the report. It is important that counties as part of their analysis of performance review the underlying breakout of information, which will include breakouts by age, ethnicity and placement type. In this way, the analysis can focus on specific issues impacting the unique needs of the subset of population that make up each county caseload.
b) The County Self-Assessment Outline and Instructions (Attachment C) which describes the content of the self-assessment and who must participate.
c) The County Peer Quality Case Review guide, instructions and forms (Attachment D). For the implementation year counties are not required to conduct a PQCR. Several counties on a voluntary basis will test the peer quality case review process, which will subsequently be refined based on input and incorporated into the future tri-annual reviews.
d) The County System Improvement Plan Instructions (Attachment C) which provides the instructions for the format, content and who must participate.

The implementation of the new C-CFSR is a significant event in the evolution of the Child Welfare Services system in California. It represents a fundamental shift from monitoring process activities to evaluating improved outcomes for the children and families served by this important program. It also represents an opportunity to involve all aspects of the system and the community into the discussion on how to achieve better outcomes for children and families.

If you have any questions, you may contact Ellie Jones, Chief of the Children's Services Operations Bureau at (916) 681-8100.

Sincerely,

Original Document Signed By:

BRUCE WAGSTAFF
Deputy Director
Children & Family Services Division

Attachments

Attachment A

California Child Welfare Services
Outcome & Accountability County Data Report
(Welfare Supervised Caseload)
(County)
January 2004

Quarterly Outcome and Accountability County Data Reports published by the California Department of Social Services (CDSS) provide summary level Federal and State program measures that will serve as the basis for the county self assessment reviews and be used to track State and county performance over time. The initial January 2004 report will serve as the baseline level of performance for each county and represents the starting point that each county will use to measure improvement. It is important that counties not draw comparisons to performance in other counties or even the State as a whole due to the differences in demographics, resources and practice. The intent of the new system is for each county, through their self assessment review based on their data, to determine the reasons for their current level of performance and to develop a plan for measurable improvement.

Assembly Bill (AB) 636 requires a series of measures that provide indicators of key program outcomes, processes, and receipt of critical services. The outcome measures are also, at a minimum, consistent with those outcomes of the federal Child and Family Services Review in that the federal indicators are a subset of the State's indicators under this new system. Under the new Outcomes and Accountability System it is expected that the state will not only improve its performance on the federal indicators but on an even broader set of state enhanced indicators. The data identified below are focused on critical safety, stability, family, and well-being measures that are currently available, and that are provided to counties for initial assessment of their programs performance. The data in this report reflects the outcomes for data available through June 30, 2003. Uniform Resource Locators (URLs) included in this document direct the viewer to summary data across counties and breakouts by age, race, gender, and over time. This Outcome Accountability County Data Report will provide the state with a county-by-county detailed description of each element that comprises the service delivery system.

The data source for these reports is the Child Welfare Services/Case Management System (CWS/CMS) which became fully operational in all 58 counties on December 31, 1997. Counties are responsible for inputting data on CWS/CMS as part of their process to manage their caseloads of children and families who receive child welfare services. The accuracy of the information derived from CWS/CMS is continuously improving. As with any large automation system it provides a broad range of challenges and benefits as it continues to undergo improvements to keep abreast of the changing child welfare system.

Comparison of data across counties should be done with caution. First, counties may have different data management practices. Though data are recorded on one statewide database system (CWS/CMS), differences in data entry and update may influence outcome measures reported here. Second, the social and economic contexts within

which child welfare services are provided vary widely among the fifty-eight counties of California.

In this report data measures have been grouped into the five general categories of outcome measures: Child Welfare Services Participation Rates; Safety Outcomes; Permanency & Stability Outcomes; Family Relationships and Community Connection Outcomes; The data for these categories are presented as follows:

CHILD WELFARE SERVICES PARTICIPATION RATES

This section provides data on the number, and number per 1,000 children in the county/state, for key child welfare indicators. It is intended as background information and was developed by the University of California, Berkeley (UCB).

Number of children < 18 in population

Population projections for 2002, from Claritas, Inc. (Projections from California Dept. of Finance will be used as soon as they are available based on 2000 Census)

Number of children < 18 in population	#######

Number and rate of children with referrals

Unduplicated count of child clients < age 18 in referrals in 2002, per 1,000 children < age 18 in population

URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates

Number and rate of children with referrals	#####	# per 1,000

Number and rate of children with substantiated referrals

Unduplicated count of child clients < age 18 in referrals in 2002 that had substantiated allegations, per 1,000 children < age 18 in population

URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates

Number and rate of children with substantiated referrals	####	# per 1,000

Number and rate of first entries

Unduplicated count of children < age 18 entering a child welfare supervised placement episode of at least five days duration for the first time in 2002, per 1,000 children < age 18 in population

URL: http://cssr.berkeley.edu/CWSCMSreports/Cohorts/firstentries/Rates.asp

Number and rate of first entries	####	# per 1,000

Number and rate of children in care

Number of children < age 19 in child welfare supervised foster care on July 1, 2002, per 1,000 children < age 19 in population.

URL: http://cssr.berkeley.edu/CWSCMSreports/Pointintime/fostercare/childwel/prevalence.asp

Number and rate of children in care	####	# per 1,000

SAFETY OUTCOMES

These measures are designed to reflect the effectiveness of efforts to protect children from abuse/neglect by reporting instances of abuse and neglect at various stages of child welfare services and process measures which reflect the frequency of social worker contact with children and the speed of face to face investigation of abuse/neglect allegations.

Recurrence of Maltreatment (1B)
This measure reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods. It is both a state and federal outcome measure. This measure was developed by UCB.

Federal: Of all children with a substantiated allegation within the first six months of the study year (7/1/02-12/31/02), what percent had another substantiated allegation within six months? (limited to dispositions within the study year, according to federal guidelines).
URL: http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standards/cfsr_recurrence.asp

1A. Recurrence of maltreatment (Fed)	# %

State: Of all children with a substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp

1B. Recurrence of maltreatment within 12 months	# %

State: Of all children with a ***first*** substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp

1B. Recurrence of maltreatment within 12 months after first substantiated allegation	#%

Rate of Child Abuse and/or Neglect in Foster Care (1C)
This measure reflects the percent of children in foster care who are abused or neglected while in foster care placement (currently limited due to data constraints to children in foster or FFA homes). This data was developed by UCB. It is a federal outcome measure.

For all children in county supervised or Foster Family Agency child welfare supervised foster care during the most recent nine month review period (10/1/02-6/30/03) (timeframe established according to federal guidelines), what percent had a substantiated allegation by a foster parent during that time?
URL: http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standards/cfsr_abuse.asp

1C. Rate of child abuse and/or neglect in foster care (Fed)	# %

Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed (2A)
This measure reflects the occurrence of abuse and/or neglect of children who remain in their own homes receiving child welfare services. This data was developed by CDSS. It is a state outcome measure.

Of all the children with allegation (inconclusive or substantiated) who were not removed and who had a subsequent substantiated allegation within 12 months?
URL: http://www.dss.cahwnet.gov/research/

2A. Rate of recurrence of abuse/neglect in homes where children were not removed	#%

Percent of Child abuse/Neglect Referrals with a Timely Response (2B)
This is a process measure designed to determine the percent of cases in which face to face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that the abuse or neglect allegations indicate significant danger to the child. This data was developed by CDSS. It is a state process measure.

Percent of child abuse and neglect referrals that have resulted in an in-person investigation stratified by immediate response and ten-day referrals, for both planned and actual visits.
URL: http://www.dss.cahwnet.gov/research/

2B. Percent of child abuse/ neglect referrals with a timely response	**Immediate Response Compliance** #%	**10 Day Response Compliance** #%

Timely Social Worker Visits With Child (2C)

This is a process measure designed to determine if social workers are seeing the children on a monthly basis when that is required. Children for whom a determination is made that monthly visits are not necessary (e.g. valid visit exception) are not included in this measure. This data was developed by CDSS. It is a state process measure. This report is based on CWS/CMS only. (Other data analysis measurements such as the SafeMeasures application may provide different results.)

Of all children who required a monthly social worker visit, how many received a monthly visit?
URL: http://www.dss.cahwnet.gov/research/

2C. Timely social worker visits with child	**April 2003** #%	**May 2003** # %	**June 2003** # %

PERMANENCY AND STABILITY OUTCOMES

These measures are designed to reflect the number of foster care placements for each child, the length of time a child is in foster care, and the rate that children re-enter foster care after they have returned home or other permanent care arrangements have been made.

Length of Time to Exit Foster Care to Reunification (3E and 3A)
This is an outcome measure reflecting the percent of children reunified within 12 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Federal: Of all children who were reunified from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standards/cfsr_standardsForm.asp

3E. % reunified within 12 months (Fed)	#%

State: For all children who entered foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/01-6/30/02), what percent were reunified within 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Cohorts/exits/

3A. % reunified within 12 months (entry cohort)	#%

Length of Time to Exit Foster Care to Adoption (3D and 3A)
This is an outcome measure reflecting the percent of children adopted within 24 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Federal: Of all children who were adopted from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 24 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standards/cfsr_standardsForm.asp

3D. % adopted within 24 months (Fed)	#%

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/00-6/30/01), what percent were adopted within 24 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Cohorts/exits/

3A. % adopted within 24 months (entry cohort)	#%

Multiple Foster Care Placements (3B and 3C)
These measures reflect the number of children with multiple placements within 12 months of placement. This data was developed by UCB. It is a federal and state outcome measure.

Federal: For all children in child welfare supervised foster care for less than 12 months during the most recent 12 month study period (07/1/02-06/30/03), what percent had no more than two placements?
URL: http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standars/cfsr_standardsForm.asp

3B. % with 1-2 placements within 12 months (Fed)	#%

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/01-6/30/02), and were in care for 12 months, what percent had no more than two placements?
URL: http://cssr.berkeley.edu/CWSCMSreports/cohorts/stability/

3C. % with 1-2 placements –if still in care at 12 months (entry cohort)	#%

Rate of Foster Care Re-Entry (3F and 3G)
This measure reflects the number of children who re-enter foster care subsequent to reunification or guardianship. The data was developed by UCB. It is a federal and state outcome measure.

Federal: For all children who entered child welfare supervised foster care during the most recent 12 month study period (07/1/02-06/30/03), what percent were subsequent entries within 12 months of a prior exit?
URL: http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standards/cfsr_standardsForm.asp

3F. % of admissions who are re-entries (Fed)	#%

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/00-6/30/01) and were reunified within 12 months of entry, what percent re-entered foster care within 12 months of reunification?
URL: http://cssr.berkeley.edu/CWSCMSreports/Cohorts/reentries/

3G. % who re-entered within 12 months of reunification (entry cohort reunified within 12 months)	#%

FAMILY RELATIONSHIPS AND COMMUNITY CONNECTIONS

These measures are designed to reflect the degree to which children in foster care retain relationships with the family and extended communities with whom they are associated at the time of their removal from their parents

Siblings Placed Together in Foster Care (4A)
These measures reflect the number of children placed with all or some of their siblings in foster care. The data was developed by UCB. It is a state outcome measure.

For all children in child welfare supervised foster care on the most recent point-in-time (July 1, 2003), of those with siblings in care, what percent were placed with some and/or all of their siblings?
URL: http://cssr.berkeley.edu/CWSCMSreports/pointintime/fostercare/childwel/siblings.asp

4A. Percent of children in foster care that are placed with ALL siblings	#%
4A. Percent of children in foster care that are placed with SOME siblings	#%

Foster Care Placement in Least Restrictive Settings (4B)
This measure reflects the percent of children placed in each type of foster care setting. The data was developed by UCB. It is a state outcome measure.

For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/02-6/30/03), what percent were in kin, foster, FFA, group, and other placements (first placement type, predominant placement type); What percent of children in child welfare supervised foster care were in kin, foster, FFA, group, and other placements in the most recent point in time
(July 1, 2003)?
URL: (entry cohort) http://cssr.berkeley.edu/CWSCMSreports/cohorts/firstentries/
URL: (point in time) http://cssr.berkeley.edu/CWSCMSreports/pointintime/fostercare/childwel/ageandethnic.asp

	Initial Placement	**Primary Placement**	**Point in Time Placement**
4B. Relative	# %	# %	# %
4B. Foster Home	# %	# %	# %
4B. FFA	# %	# %	# %
4B. Group Home	# %	# %	# %
4B. Other	# %	# %	#%

Rate of ICWA Placement Preferences (4E)
This measure reflects the percent of Indian Child Welfare Act eligible children placed in foster care settings defined by the ICWA. This data was developed by CDSS. It is a state outcome measure.

Of those children identified as American Indian, what percent were placed with relatives, non-relative Indian and non-relative non-Indian families?
URL: http://www.dss.cahwnet.gov/research/

4E. Relative Home	# %
4E. Non-Relative Indian Family	# %
4E. Non- Relative Non-Indian Family	# %

WELL-BEING OUTCOMES

These measures are designed to reflect the degree to which children and families receiving child welfare services are receiving the services necessary to provide for their care and developmental needs.

Children Transitioning to Self-Sufficient Adulthood (8A)
This measure reflects the percent of foster children eligible for Independent Living Services who receive appropriate educational and training, and/or achieve employment or economic self-sufficiency. The data was collected by CDSS. This measure includes data regarding youths, ages 16 through 20, who receive services from the Independent Living Foster Care Program. It identifies the number of youths receiving Independent Living Program services, the program outcomes for those youths, and certain client characteristics. This report is limited to a subset population obtained from State of California form 405A. It is a state outcome measure.

This data is based on hard copy reports submitted by counties to the CDSS for the time period covered by the report.
URL: http://www.dss.cahwnet.gov/research/

Number of Children Transitioning to Self-Sufficient Adulthood with:

8A. High School Diploma	#
8A. Enrolled in College/Higher Education	#
8A. Received ILP Services	#
8A. Completed Vocational Training	#
8A. Employed or other means of support	#

California Child Welfare Services
Outcome & Accountability System
County Data Report Performance Measure

Interpretation Guide

Assembly Bill 636 requires a series of measures that provide indicators of key program outcomes, processes, and receipt of critical services. The data identified below are focused on critical safety, stability, family, and well-being measures currently available which will be provided to counties for assessment of their programs. The data in this report reflects the outcomes for data available through June 30, 2003. Uniform Resource Locators (URLs) included in this document direct the viewer to summary data across counties and breakouts by age, race, gender, and over time.

The data source for these reports is the Child Welfare Services/Case Management System (CWS/CMS) which became fully operational in all 58 counties on December 31, 1997.

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Number of children < 18 in population
Population projections for 2002, from Claritas, Inc. (Projections from CA Dept. of Finance will be used as soon as they are available based on 2000 Census)

Number and rate of children with referrals
Unduplicated count of child clients < age 18 in referrals in 2002, per 1,000 children < age 18 in population
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates

Number and rate of children with substantiated referrals
Unduplicated count of child clients < age 18 in referrals in 2002 that had substantiated allegations, per 1,000 children < age 18 in population
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates

Number and rate of first entries
Unduplicated count of children < age 18 entering a child welfare supervised placement episode of at least 5 days duration for the first time in 2002, per 1,000 children < age 18 in population
URL: http://cssr.berkeley.edu/CWSCMSreports/Cohorts/firstentries/Rates.asp

Number and rate of children in care
Number of children < age 19 in child welfare supervised foster care on July 1, 2002, per 1,000 children < age 19 in population
URL:http://cssr.berkeley.edu/cwscmsreports/Pointintime/fostercare/childwel/prevalence.asp

SAFETY OUTCOMES

These measures are designed to reflect the effectiveness of efforts to protect children from abuse/neglect by reporting instances of abuse and neglect at various stages of child welfare services and process measures which reflect the frequency of social worker contact with children and the speed of face to face investigation of abuse/neglect allegations.

Recurrence of Maltreatment (1B)

This measure reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods. This data was developed by UCB. It is both a state and federal outcome measure.
Federal: Of all children with a substantiated allegation within the first six months of the study year (7/1/02-12/31/02), what percent had another substantiated allegation within 6 months? (limited to dispositions within the study year, according to federal guidelines).
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_recurrence.asp

State: Of all children with a substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp

State: Of all children with a ***first*** substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp

Rate of Child Abuse and/or Neglect in Foster Care (1C)

This measure reflects the percent of children in foster care who are abused or neglected while in foster care placement (currently limited due to data constraints to children in foster or FFA homes). This data was developed by UCB. It is a federal outcome measure.

For all children in county supervised or Foster Family Agency child welfare supervised foster care during the most recent nine month review period (10/1/02-6/30/03) (timeframe established according to federal guidelines), what percent had a substantiated allegation by a foster parent during that time?
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_abuse.asp

Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed (2A)

This measure reflects the occurrence of abuse and/or neglect of children who remain in their own homes receiving child welfare services. This data was developed by CDSS. It is a state outcome measure.

Of all the children with allegation (inconclusive or substantiated) who were not removed and who had a subsequent substantiated allegation within 12 months?
URL:http://www.dss.cahwnet.gov/research/

Percent of Child abuse/Neglect Referrals with a Timely Response (2B)

This is a process measure designed to determine the percent of cases in which face to face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that the abuse or neglect allegations indicate significant danger to the child. This data was developed by CDSS. It is a state process measure.
URL: http://www.dss.cahwnet.gov/research/

Percent of child abuse and neglect referrals that have resulted in an in-person investigation stratified by immediate response and ten-day referrals, for both planned and actual visits.

Timely Social Worker Visits With Child (2C)

This is a process measure designed to determine if social workers are seeing the children on a monthly basis when that is required. Children for whom a determination is made that monthly visits are not necessary (e.g. valid visit exception) are not included in this measure. This data was developed by CDSS. It is a state process measure.

Of all children who required a monthly social worker visit, how many received a monthly visit?
URL: http://www.dss.cahwnet.gov/research/

PERMANENCY AND STABILITY OUTCOMES

These measures are designed to reflect the number of foster care placements for each child, the length of time a child is in foster care, and the rate that children re-enter foster care after they have returned home or other permanent care arrangements have been made.

Length of Time to Exit Foster Care to Reunification (3E and 3A)

This is an outcome measure reflecting the percent of children reunified within 12 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Federal: Of all children who were reunified from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 12 months?
URL:http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/01-6/30/02), what percent were reunified with 12 months?
URL: http://cssr.berkeley.edu/cwscmsreports/Cohorts/exits/

Length of Time to Exit Foster Care to Adoption (3D and 3A)

This is an outcome measure reflecting the percent of children adopted within 24 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Federal: Of all children who were adopted from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 24 months?
URL:http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/00-6/30/01), what percent were adopted within 24 months?
URL: http://cssr.berkeley.edu/cwscmsreports/Cohorts/exits/

Multiple Foster Care Placements (3B and 3C)

These measures reflect the number of children with multiple placements within 12 months of placement. This data was developed by UCB. It is a federal and state outcome measure.

Federal: For all children in child welfare supervised foster care for less than 12 months during the most recent 12 month study period (07/1/02-06/30/03), what percent had no more than two placements?
URL:http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/01-6/30/02), and were in care for 12 months, what percent had no more than two placements?
URL: http://cssr.berkeley.edu/CWSCMSreports/cohorts/stability/

Rate of Foster Care Re-Entry (3F and 3G)

This measure reflects the number of children who re-enter foster care subsequent to reunification or guardianship. The data was developed by UCB. It is a federal and state outcome measure.

Federal: For all children who entered child welfare supervised foster care during the most recent 12 month study period (07/01/02-06/30/03), what percent were subsequent entries within 12 months of a prior exit?
URL:http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/00-6/30/01) and were reunified with 12 months of entry, what percent re-entered foster care with 12 months of reunification?

URL: http://cssr.berkeley.edu/cwscmsreports/Cohorts/reentries/

FAMILY RELATIONSHIPS AND COMMUNITY CONNECTIONS

These measures are designed to reflect the degree to which children in foster care retain relationships with the family and extended communities with whom they are associated at the time of their removal from their parents.

Siblings Placed Together in Foster Care (4A)

These measures reflect the number of children placed with all or some of their siblings in foster care. The data was developed by UCB. It is a state outcome measure.

For all children in child welfare supervised foster care on the most recent point-in-time (July 1, 2003), of those with siblings in care, what percent were placed with some and/or all of their siblings?
URL: http://cssr.berkeley.edu/cwscmsreports/pointintime/fostercare/childwel/siblings.asp

Foster Care Placement in Least Restrictive Settings (4B)

This measure reflects the percent of children placed in each type of foster care setting. The data was developed by UCB. It is a state outcome measure.

For all children who entered child welfare supervised foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/02-6/30/03), what percent were in kin, foster, FFA, group, and other placements (first placement type, predominant placement type); What percent of children in child welfare supervised foster care were in kin, foster, FFA, group, and other placements in the most recent point in time (July 1, 2003)?

URL: (entry cohort) http://cssr.berkeley.edu/CWSCMSreports/cohorts/firstentries/
URL: (point in time) http://cssr.berkeley.edu/cwscmsreports/Pointintime/fostercare/childwel/ageandethnic.asp

Rate of ICWA Placement Preferences (4E)

This measure reflects the percent of Indian Child Welfare Act eligible children placed in foster care settings defined by the ICWA. This data was developed by CDSS. It is a state outcome measure.

Of those children identified as American Indian, what percent were placed with relatives, non-relative Indian and non-relative non-Indian families?
URL: http://www.dss.cahwnet.gov/research/

WELL-BEING OUTCOMES

These measures are designed to reflect the degree to which children and families receiving child welfare services are receiving the services necessary to provide for their care and developmental needs.

Children Transitioning to Self-Sufficient Adulthood (8A)

This measure reflects the percent of foster children eligible for Independent Living Services who receive appropriate educational and training, and/or achieve employment or economic self-sufficiency. The data developed by CDSS.

This measure includes data regarding youths, ages 16 through 20, who receive services from the Independent Living Foster Care Program. It identifies the number of youths receiving ILP services, the program outcomes for those youths, and certain client characteristics. This report is limited to a subset population obtained from form SOC 405A. It is a state outcome measure.

This data is based on hard copy reports submitted by counties to CDSS for the time period covered by the report.
URL:http://www.dss.cahwnet.gov/research/

Children's Services Outcomes and Evaluation Branch
Children and Family Services Division
California Department of Social Services

Attachment C

California Child and Family Services Review

Part I: County Self-Assessment

Cover sheet, Outline and Instructions

Part II: County System Improvement Plan

Cover sheet and Instructions

Version 1.0

INTRODUCTION & OVERVIEW

The California Child and Family Services Review (C-CFSR) is a result of Assembly Bill 636 (Steinberg), which provided a framework for development of a new outcome-based review to be conducted in all Counties. The purpose of the C-CFSR is to strengthen significantly the accountability system used in California to monitor and assess the quality of services provided on behalf of maltreated children. Foremost, it establishes core outcomes that are central to maintaining an effective system of child welfare services. By design, the C-CFSR follows closely the federal emphasis on safety, permanency, and well-being. Second, the C-CFSR serves as the source of information needed to understand actual practices in the field. As such, the review cycle will provide the basis for a continuous quality review process.

The California Department of Social Service (CDSS) will begin conducting the reviews required under AB 636 in January 2004.

Under the new outcomes and accountability system, each County will participate in a three-part system:

1. County Self-Assessment
2. Targeted Peer Quality Case Review (PQCR)
3. County System Improvement Plan (SIP)

When implementing this system, it is important to consider planning in the context of a spiral process of continuously improving performance that unfolds over time. Specifically, this cycle is intended to answer three questions:

1. Are we meeting our goals and objectives?
2. How do we better serve children, families, and communities to move closer to our goals?
3. Have we succeeded in meeting our expectations?

Answering these questions drives the planning cycle and naturally moves the process in the upward spiral needed for long-term improvement and fulfillment of the vision.

PART I. THE COUNTY SELF-ASSESSMENT

The County Self-Assessment is a County's opportunity to explore how local program operations and other systemic factors affect measured outcomes. The design of the Self-Assessment affords the Counties maximum discretion with respect to local stakeholder input, provided the assessment retains a focus on the core outcomes. This review requires each County to prepare a document that addresses the Child Welfare Services (CWS) outcomes and indicators, local system characteristics, and any additional indicators and measures the County chooses to identify. CDSS will help Counties by developing model strategies for conducting County Self-Assessments and data collection tools.

The Self-Assessment must include an analysis of the County's performance relative to both the federal CFSR outcomes and indicators and California's outcomes and indicators. The Self-Assessment must also include population-based consideration of how County resources contribute to the prevention of child maltreatment. One component of the County Self-Assessment is the review of process measures. The measures will be used to explore how the process of providing care is related to outcomes. The primary source of data for the Self-Assessment must be Child Welfare Services/Case Management System (CWS/CMS). Additional indicators should come from existing data sources/analysis whenever possible. County proposals to add indicators must include justification of the need for, and the funding needed to support, such additions before adding new indicators or outcomes.

The lead agency for conducting the County Self-Assessment is the County child welfare agency. This agency has overall responsibility for the completion of the assessment. The County probation department is the contributing agency responsible for assessing outcomes for foster children under its direct supervision and receiving child welfare services. Together, the County child welfare agency and the County probation department will identify the programmatic strengths and needs as these relate to their distinct populations.

Counties may look to the State for technical support in developing the Self-Assessment. The State will review the County Self-Assessment for completeness and provide feedback to the County.

A. Elements of the County Self-Assessment

As a document that relates service delivery to outcomes, the Self-Assessment should consist of the following components:

1. **Demographic Profile and Outcomes Data.** This section describes the County's children, youth, and families, both at the population and Child Welfare Services – Foster Care (CWS-FC) levels. In addition, the profile includes the outcome data and process measures included in both the federal and State reviews.

2. **Public Agency Characteristics.** This section describes the local system of care, with an emphasis on system capacity, resource base, organizational structure, and political context.
3. **Systemic Factors.** This section describes the federal review "systemic factors" and any additional factors the County chooses to discuss. For appropriate factors, especially service array and case review system, the County should obtain input from its customers using surveys.
4. **County-wide Primary Prevention Strategies**. This section describes any current primary prevention and early intervention efforts and any future strategies planned to achieve improved outcomes.
5. **Summary Assessment.** This conclusion describes the system's strengths, areas needing improvement, and identification of service gaps and needs.

B. Process

The Self-Assessment is a regular review every three years. At the beginning of the first year of each review cycle, CDSS will provide the Counties with the data profiles described above. The Counties will then begin the process of pulling together the necessary planning participants, analyzing the data, and preparing the report. It is expected that completion of this process will vary from County to County depending on size and the number of stakeholders involved in the process. Counties shall provide for a public comment process to ensure an opportunity for maximum input and feedback. CDSS will provide Counties with feedback so that Counties can include such feedback in the County System Improvement Plan.

C. County Self-Assessment Team Composition

Membership on these teams may differ according to a specific County's Profile or specific strengths, weaknesses, and special programs or other circumstances in the County. The County Child Welfare Department will be the entity responsible for establishing the team and conducting the assessment. The list below describes a set of core or required representatives for each team and a list of stakeholders who must be consulted, if not represented on, the Self-Assessment Team. In addition, teams may consult with anyone else deemed to have important input to provide to the Self-Assessment process. Should an individual wish to participate in the process, the County Child Welfare Department should make every effort possible to accommodate such a request.

1. Core Representatives:

- California Youth Connection, if available
- County Health Department

- County Mental Health Department
- CWS Administrators, Managers, and Social Workers
- Parents
- Local Education Agency
- Local Tribe(s) for applicable Counties
- Probation Administrators, Supervisors, and Officers
- CDSS Adoptions District Office or the Licensed County Adoption Agency providing adoption services to the County when the County does not provide adoption services.

2. Groups that must be consulted or represented:

- Court Appointed Special Advocates
- County Alcohol and Drug Department
- Labor
- Law Enforcement
- Local representatives of children and parents
- Local Juvenile Court Bench Officer
- Regional Training Academy

3. Other examples of groups that may be consulted or represented:

- County Children and Families Commission (Prop. 10 Commission)
- County Welfare Department
- Department of Developmental Services (DDS) Regional Center (depending on client population)
- Domestic Violence Prevention Provider
- Economic Development Agency
- Local Child Abuse Prevention Council
- Local Workforce Investment Board
- Local Public Housing Authority
- Other Service Providers
- Special Education Local Planning Area(s)

D. State Review Team of County Assessment

- CDSS: Children's Services Operations Bureau; Office of Child Abuse Prevention; Child and Youth Permanency Branch; Indian Child Welfare Act (ICWA) unit; and Resources Development and Training Bureau
- Department of Health Services (DHS)
- Department of Mental Health (DMH)
- Department of Alcohol and Drug Programs (ADP)
- Department of Education (DOE)

E. General Instructions

1. This instruction packet contains the following:
   - Coversheet: contains the required information.
   - Outline: specifies the order in which the material should be presented.
   - Instructions: providing the core requirements for completing the County Self-Assessment.
2. In the outline, the instructions are provided in a box and in *italics*. For each of the main sections, Outcomes and Systemic Factors, there are general questions that apply to all elements of those sections.
3. Services provided to foster children supervised by the **County probation department** shall be considered separately in each of the areas as applicable.
4. The Summary Assessment section should be included after the cover page to function as an executive summary.
5. The County Self-Assessment Users' Guide is available from CDSS to assist counties in the completion of the self-assessment.

Cover Page

California's Child and Family Services Review
County Self-Assessment

County:	
Responsible County Child Welfare Agency:	
Period of Assessment:	
Period of Outcomes Data:	
Date Submitted:	
County Contact Person for County Self-Assessment	
Name:	
Title:	
Address:	
Phone:	
Email:	
Submitted by each agency for the children under its care	
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**
Name:	
Signature:	
Submitted by	**County Chief Probation Officer**
Name:	
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		

Please provide name and affiliation of other participants on separate page

County Self-Assessment Outline and Instructions

I. DEMOGRAPHIC PROFILE & OUTCOMES DATA

A. **Demographic Profile** (Both CWS-FC and general population)

1. County Data Report

[Provided by State]

2. Demographics of General Population

This information as well as the caseload demographic information above may be used to analyze the County's performance on the outcomes indicators in the sections that follow. Demographic information that will assist in describing the unique characteristics of the County (e.g., age, race, ethnicity, poverty rate, education, etc.) and the context of the County's child welfare services should be included. Training in preparation of the Self-Assessment will consider selection of appropriate demographic information.

3. Education System Profile

Information on the county's education system may be used for the analysis of the County's performance on the outcome indicators in the sections that follow. Training in preparation of the Self-Assessment will consider selection of appropriate educational information. Some sources for county specific education data are available at the websites listed below:

- ***Demographic Data**: This site provides access to a variety of school "demographic" data including summary information about each school site. The databases are downloadable. http://www.cde.ca.gov/demographics/*
- ***API Data:** The data are available either as a series of reports or as a database containing the entire state's information, school by school. The database is downloadable and can be accessed in various formats including Excel, Access, or other database programs such as SAS or SPSS. http://api.cde.ca.gov/index.html*
- ***STAR Data**: This site is the portal for the STAR data. These data are available by school and by grade, etc. and can be aggregated by district, county and grade level. The breakouts present views of the data; e.g., breakouts by English proficient or by English learners, by eligibility for free or reduced price lunch, or by race or ethnic group, etc. http://star.cde.ca.gov/*

B. CWS Outcomes and C-CFSR Data Indicators

*Based on an examination of the C-CFSR County Data Report provided by the State, provide an **analysis** and a **conclusion** regarding the County's performance on each outcome indicator. **NOTE**: While the County's performance on the federal indicators is included, the analysis should focus on the State Enriched indicators. Additional relevant data is available on the University of California, Berkeley, Center for Social Services Research website.*

Additional indicators may be addressed at the County's option.

*The **Analysis** for each indicator should include:*

- *A description of any trends or performance indicated by the data.*
  - *A description of any subgroup disparities (e.g., age, race, gender) indicated by the data.*
- *A discussion on data cleanup, entry or interpretation issues that may influence performance measures.*
- *Any identified demographic/economic/local factors identified in Section A that affect these trends or performance.*
- *Any County policies, procedures or practices that contribute to the County's performance on the indicator.*
- *Identification of the relationship with any other indicator (e.g., the relationship between rate of reunification and rate of re-entry).*
- *Indication of any systemic factors that may impact performance on the indicator. (**NOTE**: The impact of systemic factors can be more fully discussed under Systemic Factors in Section 3).*

*The **conclusion** about each indicator should include:*

- *A conclusion about the County's performance on this indicator, including identification of strengths and areas needing improvement.*
- *Whether the County's performance in this indicator will be included in the County's System Improvement Plan.*

II. PUBLIC AGENCY CHARACTERISTICS

Use this section to describe the county, community and child welfare system environment including unique county resource issues.

A. Size and structure of agencies

Indicate whether the agencies structure includes any of the following. If yes, describe the impact on outcome – i.e. as a strength or barrier.

1. **County operated shelter(s)**
2. **County licensing**
3. **County adoptions**

B. County governance structure

Describe the county organization(s) responsible for providing child welfare services and their relationship to one another.

C. Number/composition of employees

Describe each of the following factors and their impact, if known, on outcome performance.

1. **Staffing characteristics/issues**

__Note__: Data to be provided to counties by CalSWEC

   a. Turnover ratio
   b. Private contractors
   c. Worker caseload size by service program

2. **Bargaining unit issues**
3. **Financial/material resources**
   a. Source and expenditure of funds

Describe the availability or lack of flexible funding opportunities, interagency collaborations and/or resources that supplement the CWS allocation, and their impact on the ability to achieve positive outcomes for children and families.

4. **Political jurisdictions**

a. Number and type of political jurisdictions

Describe the relationship with each jurisdiction listed below and their impact on the ability to achieve positive outcomes for children and families.

- School districts/Local Education Agencies
- Law Enforcement Agencies
- Tribes
- Cities
- Other examples

5. **Technology level**

Describe capacity to use technology including both hardware and software. Address how each is used and how it enhances service delivery.

a. Laptops used by field staff (also include other hardware/equipment – i.e. Quick Pads.)

b. Capacity to use SAS, SPSS, Business Objects, SafeMeasures, CAD IQ or other software

6. **Any other factor as applicable**

D. Current Systemic Reform Efforts

Check the box to identify any current efforts directed at system reform. Add any additional efforts not listed.

Systemic Reform Effort	
CWS Redesign Early Implementing County	☐
Family to Family (with Annie E. Casey or Stuart Foundation)	☐
Family to Family (without Annie E. Casey or Stuart Foundation)	☐
Integrated Services/AB 1741	☐
Structured Decision Making	☐
Wraparound Services	☐
Other	☐
	☐
	☐

III. SYSTEMIC FACTORS

For each of the Systemic Factors as a whole:

- *Provide a description of each Systemic Factor in the County, including the items under each area, and any other related issues the County wishes to address.*
- *Provide an analysis of the Systemic Factor's effect on the County's ability to achieve positive outcomes for children and families.*
- *Identify the strengths and areas needing improvement.*
- *Identify the resource needs and service gaps.*

A. Relevant Management Information Systems:

In addressing this systemic factor, include the following:

- *Discuss the strengths and areas needing improvement in the County's use of CWS/CMS*
- *Summarize any data quality issues identified in the Outcomes Section*
- *Describe any supplemental management information systems to the CWS/CMS, i.e., the system, purpose, and any linkage to CWS/CMS.*

B. Case Review System

1. Court structure/relationship

In analyzing this area of the case review system, include the following:

- *Describe briefly the structure of the County juvenile court for dependency and probation cases.*
- *Identify any strengths and areas needing improvement in the work of the juvenile court with the CWS agency or probation department (as appropriate) related to the following:*
  - *Use of continuances*
  - *Termination of parental rights*
  - *Any other issues impacting effectiveness*

2. Timely Notification of Hearings

Describe briefly and analyze how the County meets the requirement to provide foster parents, Tribes, pre-adoptive parents, and relative caregivers of children in foster care with notice of and an opportunity to be heard in, any review held with respect to the child in their care. Identify strengths and any areas needing improvement.

3. Parent-child-youth participation in case planning

Describe briefly and analyze the County's case planning process and the extent to which the County engages each party (parents, children, youth and tribes as applicable) in case planning activities such as identifying strengths and needs, determining goals, visitation, requesting specific services, and assessing progress. Identify strengths and any areas needing improvement.

4. General Case Planning and Review

In addressing this area of the Case Review System, include the following:

- *Describe and analyze how the County is able to meet the requirement that each child in foster care, under the County's placement and care responsibility, has a written case plan with all the required elements and that it is reviewed at least every six months. Identify strengths and any areas needing improvement.*
- *Describe and analyze how the County meets the requirement that the permanency hearings for children in foster care occur within prescribed timeframes. Identify strengths and any areas needing improvement.*
- *Describe the key features of the County's implementation of concurrent planning. Include any system reforms the County has made to ensure that permanency planning begins at the point of removal for all children receiving family reunification services. Identify strengths and any areas needing improvement.*
- *Describe and analyze the County's practice regarding termination of parental rights (TPR) and how the County documents "compelling reasons" for not pursuing adoption or TPR. Identify strengths and any areas needing improvement in this area.*

C. Foster / Adoptive Parent Licensing, Recruitment and Retention

1. General licensing, recruitment and retention

In addressing this area of this systemic factor, include the following:

- *Has the County implemented a formal process for conducting relative approvals? If yes, describe and identify strengths and any areas needing improvement.*
- *Describe the County's caregiver recruitment efforts and strategies. In responding include the following:*
  - *Recruitment of potential foster and adoptive parents that reflect the racial and ethnic diversity of children in care.*

- *Recruitment of adoptive families for older youth and special needs children.*

2. Placement resources

In addressing this area, also identify unmet placement resource needs.

D. Quality Assurance System:

1. Existing quality assurance system

In addressing the Quality Assurance system, describe any existing quality assurance efforts, if any, and plans for transition to a continuous quality assurance system designed to support the achievement of positive outcomes.

E. Service Array:

1. Availability of services

Describe and analyze the County's ability to provide the following services throughout the County:

- *Services designed to help children safely and appropriately return to the families from which they were removed.*
- *Preplacement preventive services*
- *Services designed to help children be placed for adoption, with a legal guardian; or, if adoption or guardianship is not available, placement with a fit and willing relative.*

Identify and address any systemic barriers to above services and/or any service gaps such as capacity, location, waiting lists, language needs, transportation, etc.

2. Assessment of needs and provision of services to children, parents, and foster parents

Describe and analyze the County's capacity to assess the needs of, and provide services to the following groups:

- *Children and Youth*
- *Parents*
- *Caregivers*

Identify strengths and any areas needing improvement.

3. Services to Indian children

Describe and analyze the County's capacity to:

- *Meet the State's requirement for determining whether children are*

American Indian and/or ensuring compliance with the Indian Child Welfare Act (ICWA)

- *Provide services that meet unique individual needs of Indian children and families.*
- *Identify strengths and any areas needing improvement.*

F. Staff/ Provider Training:

Address general systemic factor questions for the following:

- *Staff Training*
- *Provider Training*

G. Agency Collaborations:

1. Collaboration with public and private agencies

In addressing this area of Agency Collaborations, address the following:

- *Describe and analyze the collaboration among county and community agencies providing services and the role of the collaboration in achieving positive outcomes for clients. Identify any existing Memoranda of Understanding (MOUs) or any planning efforts to formalize MOUs.*
- *Identify strengths and any areas needing improvement in these collaborations.*

In addressing this area, considering the following:

- *County Probation Department*
- *Alcohol and Drug Programs*
- *County Mental Health*
- *County Health Department*
- *Cal-Works Interface*
- *Local Workforce Investment Boards (WIB) and Youth Councils*
- *Local Proposition 10 and First Five Commissions*
- *County Offices of Education/Schools*
- *Special Education Local Planning Areas (SELPAs)*
- *Domestic Violence Prevention Programs*
- *Regional Developmental Centers*

2. Interaction with local tribes

In addressing this area of Agency Collaborations, address the following:

- *For the tribes identified in Section II, C, 4, describe how often the County has face-to-face meetings and/or consultations with tribal representatives and the level of the tribal representatives.*

- *Describe any collaboration between the County and the tribes in establishing goals, objectives and activities that have been and/or will be undertaken to increase, maintain and improve County and tribal interaction.*
- *Identify barriers and challenges to increased and/or improved interaction with local tribes.*

IV. COUNTY-WIDE PREVENTION ACTIVITIES AND STRATEGIES

A. County-wide Primary Prevention Efforts

*Describe the County's efforts to use primary prevention or early intervention strategies to improve outcomes for at risk populations. (**Note**: these at risk groups may not be known to the CWSFC systems; but, may be identified from demographic and other elements of the Self Assessment process.)*

Identify the presence and effectiveness, or the absence of each of the following, and how this may affect the County's ability to achieve improved child and family outcomes:

- *Services targeted to families at high risk for entering the CWS system.*
- *Services targeted to families with key risk factors for child maltreatment.*
- *Availability to the general public of child abuse prevention education, child and family health and well-being strategies, and family support resources.*
- *Existence of established networks of community services and resources, such as the CWS Redesign comprehensive Network of Community Resources, and Opportunities; or the existence of family resource centers or other comprehensive community initiatives.*

B. Prevention Partnerships

Describe county / community partnerships that create a comprehensive response to the prevention of child maltreatment, and how such partnerships remove barriers thus improving child welfare outcomes and child and family well-being. Include the systems/organizations involved, the extent of shared responsibility, risks, development of resources, supports, blending/braiding of multiple funding streams. In responding, consider: county interagency partners (health, mental health, education, alcohol and drugs, law enforcement, WIC, etc.), community based organizations (CBO's), county First Five Commissions, foundations, Community Development Corporations, Public Housing Authorities, Redevelopment Agencies, Workforce Investment Boards and other groups.

C. Strategies for the Future

Referencing questions A. and B. above, describe the County's strategies to build on identified strengths and address areas needing improvement, including service gaps.

V. SUMMARY ASSESSMENT

OUTCOMES

1. *Children are, first and foremost, protected from abuse and neglect.*
2. *Children are maintained safely in their homes whenever possible and appropriate.*
3. *Children have permanency and stability in their living situations without increasing reentry to foster care.*
4. *The family relationships and connections of the children served by the CWS will be preserved, as appropriate.*
5. *Children receive services adequate to their physical, emotional and mental health needs.*
6. *Children receive services appropriate to their educational needs.*
7. *Families have enhanced capacity to provide for their children's needs.*
8. *Youth emancipating from foster care are prepared to transition to adulthood.*

A. Discussion of System Strengths and Areas Needing Improvements

Based on this Self-Assessment, address the following for at least those outcomes for which data are available for the related data indicator:

- *Summarize the County's particular strengths in achieving positive outcomes and providing effective child welfare services.*
- *Summarize the areas needing improvement to achieve better outcomes for children and families to provide effective child welfare services. In responding, include the following:*
  - *Identify areas to be included in the SIP.*
  - *Identify service gaps and needs.*
  - *Identify any strategies already initiated to achieve improvements.*
- *Identify the kinds of assistance/resources that would assist the County in achieving improvements. Specify any assistance that you would need from the California State Department of Social Services.*

B. Areas for further exploration through the PQCR

Identify the practice areas to be explored further through the PQCR and describe the relevant issues or questions.

Part II. County System Improvement Plan

The County System Improvement Plan (County SIP) is the third component of the C-CSFR. Updated on an annual basis, the County SIP is the operational agreement between the County and the State outlining how the County will improve its system of care for children and youth and forms an important part of the system for reporting on progress toward meeting agreed upon improvement goals using the C-CSFR outcomes and indicators. As a general matter, the SIP focuses on outcomes. For those outcome indicators for which the County performance is determined to be below the statewide standard, the County SIP must include milestones, timeframes, and proposed improvement goals the County must achieve. Counties demonstrating consistently poor overall performance and/or reduced compliance with the outcome measures specified in the C-CFSR will receive focused technical assistance and training. If a high priority County demonstrates a lack of good faith effort to actively participate in this process or any portion thereof, and/or consistently fails to follow State regulations and/or make the improvements outlined in the County SIP, CDSS, in accordance with current law, has authority under Welfare and Institutions Code Section 10605 to compel County compliance through a series of measured formal actions up to State Administration of the County Program.

To develop and revise the SIP, County child welfare agencies must collaborate with their local partners. These partners generally include the groups identified as the likely partners for the County self-assessment process. The SIP must cross reference other service plans and reporting requirements (Child Abuse Prevention Intervention and Treatment, Promoting Safe and Stable Families, and other applicable plans) in order to reinforce the need to collaborate and develop more integrated local service structures.

A. Elements of the County SIP

1. Identifies Local Planning Body

a. The local planning body should consist of local stakeholders and agencies that serve the families and children who are in the CWS system or who are at risk of entry to the system. This body should include consumers of CWS services and advocates. The County may use the County Self-Assessment team or consultants. Counties also may use this planning body and process to meet the planning requirements for other related planning requirements.

2. Emphasizes Prevention Strategies

a. Describe the County's strategies including specific services, target groups, funding sources and how they link to the CWS redesign, including prevention of child maltreatment. Identify specific goals for prevention.

b. Identify resources devoted to accomplishing prevention goals.

c. Identify specific commitments by community partners to prevention projects.

3. **Describes Performance, Standards, Goals, and Strategies, along with corresponding milestones and timeframes.**
    a. Identify how the plan builds on progress and improves areas of weakness.
    b. Describe the systemic changes needed, and how these activities will help achieve the goals.
    c. Describe education/training needs and any identified needs for technical assistance, and how these activities will help achieve these goals.
    d. Identify roles of other partners in achieving improvement goals (for example, attach Memoranda of Understanding between the Probation and CWS agencies).
4. **Describes the Interface with State PIP**
    a. Describe how the County SIP will contribute to the State's achievement of the State's PIP submitted to the federal government.
5. **Analyzes and reports on the findings of data collection conducted as part of the Self-Assessment, and, if available, a PQCR.**
6. **Identify any regulatory or statutory changes needed to support accomplishment of identified goals.**

B. Process

Counties submit their SIP to the CDSS after completion of the County Self-Assessment. The County will provide CDSS with an annual update to the County SIP. County child welfare directors select the membership of the group, relying primarily on members of the Self-Assessment team, and convene the workgroups. County Boards of Supervisors will approve the County SIP and verify local coordination and integration before submitting the Plan to the State. The County SIP plans will be posted online and be made available for public comment. A CDSS review team will analyze and assess the County SIP and updates, and evaluate how the local CWS system operates. Following this review, the CDSS may make recommendations for improvements to the County SIP.

In the event that the CDSS and the County fail to produce a consensus regarding the SIP or the degree of program or data improvements to be made, there will be negotiation process between CDSS and the County. The CDSS has final authority to assign the contents of the plan and/or the degree of improvement required for successful completion of the plan.

C. County SIP Team Composition

As with other aspects of the C-CFSR, the goal is to open the process to relevant stakeholders. To reinforce the connection between the Self-

Assessment and the SIP, members of the team drafting the SIP should come from the team that assisted with the Self-Assessment.

1. **Core Representatives:**

   - CWS Administrators, Managers, and Social Workers
   - Probation Administrators, Supervisors, and Officers
   - California Youth Connection, if available
   - Foster Parents
   - CDSS Adoptions District Office or the Licensed County Adoption Agency providing adoption services to the County when the County does not provide adoption services.

2. **Groups that must be consulted or represented:**

   - Court Appointed Special Advocates
   - County Health Department
   - County Mental Health Department
   - County Alcohol and Drug Department
   - Labor
   - Law Enforcement
   - Local representatives of children and parents
   - Local Juvenile Court Bench Officer
   - Local Education Agency
   - Local Tribe(s) for applicable Counties
   - Regional Training Academy

3. **Other examples of groups that may be consulted or represented:**

   - County Children and Families Commission (Prop. 10 Commission)
   - County Welfare Department
   - Department of Developmental Services (DDS) Regional Center (depending on client population)
   - Domestic Violence Prevention Provider
   - Economic Development Agency
   - Local Child Abuse Prevention Council
   - Local Workforce Investment Board
   - Local Public Housing Authority
   - Other Service Providers
   - Special Education Local Planning Area(s)

D. State Review Team of County Assessment

- CDSS Children's Services Operations Bureau
- Office of Child Abuse Prevention
- Child and Youth Permanency Branch

- CDSS Estimates
- CDSS Community Care Licensing

E. General Instructions

1. This instruction packet contains the following:
   - Coversheet: contains the required information.
   - SIP Instructions: provides the core requirements for completing the SIP in a box and in *italics.*
   - Template: provides the matrix to be used in completing the SIP.

2. Foster children supervised by the **County probation department** should be considered in each of the areas as applicable and distinct probation goals and strategies should be developed accordingly.
3. In addition to the outcomes (and any items from the PQCR, if applicable) needing improvement, the County may address any additional areas for improvement at its option.

SIP Cover Sheet

California's Child and Family Services Review System Improvement Plan		
County:		
Responsible County Child Welfare Agency:		
Period of Plan:		
Period of Outcomes Data:		
Date Submitted:		
County Contact Person for County System Improvement Plan		
Name:		
Title:		
Address:		
Phone/Email		
Submitted by each agency for the children under its care		
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**	
Name:		
Signature:		
Submitted by:	**County Chief Probation Officer**	
Name:		
Signature:		
In Collaboration with:		
County & Community Partners	**Name Title**	**Signature**
Foster Parent Representative		
As Applicable:		
California Youth Connection		
CDSS or Other County Adoption Agency		
County Board of Supervisors		
Approved by:	**Name:**	
	Title:	
Signature:		

Please provide name and affiliation of members of planning body on separate page

County System Improvement Plan Template

I. AREAS NEEDING IMPROVEMENT

Using the matrix format below, for each area identified in the County Self-Assessment or PQCR as needing improvement, describe the following:

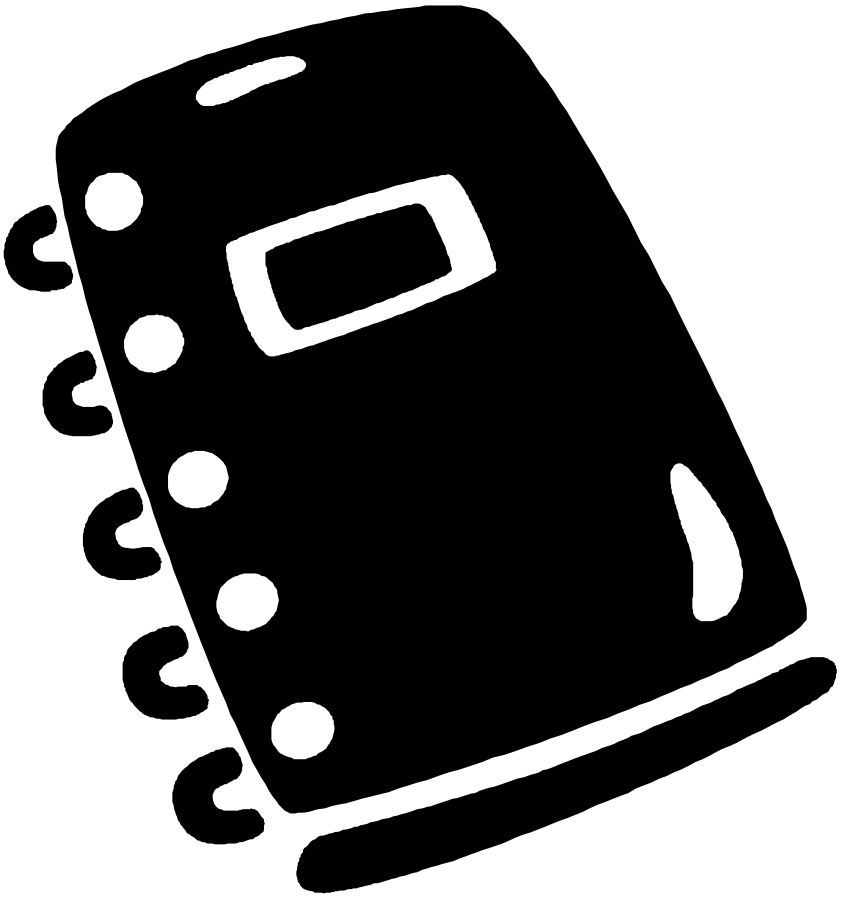
- *County's current performance as identified in the County Self-Assessment.*
- *Improvement Goals: specific, achievable, measurable.*
- *The strategies to be used to achieve the goals*
- *The specific milestones of the strategies and the timeframes in which the milestones will be achieved.*
- *How the strategies will build on progress and improve this program/outcome area.*
- *The systemic changes needed to further support the improvement goals.*
- *The educational/training needs (including technical assistance) to achieve the improvement goals.*
- *The roles of other partners in achieving the improvement goals.*
- *Any regulatory or statutory changes needed to support accomplishment of the improvement goals.*

SIP Template

Outcome/Systemic Factor:	
County's Current Performance:	
Improvement Goal(s):	
1.	
2.	
3.	
Strategies:	
Milestones:	**Timeframes:**
1.	
2	
3.	
Describe how the strategies will build on progress and improve this program/outcome area.	
Describe systemic changes needed to further support the improvement goals.	
Describe educational/training needs (including technical assistance) to achieve the improvement goals.	
Identify roles of the other partners in achieving the improvement goals.	
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.	

California Child and Family Services Review

County Self-Assessment Users' Guide



Version 1.0

Children's Services Outcomes and Evaluation Branch
Children and Family Services Division
California Department of Social Services

Introduction & Overview

This guide is intended to be used in conjunction with the Instructions and Outline for the County Self-Assessment of the California Child and Family Services Review.

The purpose of this guide is to assist county staff in completing the County Self-Assessment in three ways:

I. Identify the purpose or intent of the various areas of the County Self-Assessment outline or provide clarification to the instructions. Such information is in boxes marked with this picture:

II. Raise questions to consider or issues to facilitate discussion on the part of county agencies providing child welfare services, community partners and stakeholders. These boxes are marked with this picture:

III. Define key terms. See the Glossary in Attachment I.

To facilitate completion, the guide follows the same order as the Self-Assessment Outline. If information is presented in a prior section, the text may refer to that prior section rather than repeat the information. An automated template will be made available on the California Department of Social Services (CDSS) website.

It is recommended that the completed Self-Assessment be no more than 50 pages. Recommended page estimates are provided at the beginning of each section.

Purpose of the County Self-Assessment

The County Self-Assessment is the first step in California's new California Child and Family Services Review that implements a process of continual system improvement.

The purpose of the County Self-Assessment process is to analyze, in collaboration with key partners, the County's performance on eight critical child welfare outcomes. These outcomes are measured by data or outcome indicators that make up the County Data Profile. The County Data Report is provided to the County by CDSS based on data from the Child Welfare Services/Case Manage System (CWS/CMS).

The lead agency for conducting the County Self-Assessment is the County child welfare agency. This agency has overall responsibility for the completion of the assessment. The County probation department is the contributing agency responsible for assessing outcomes for foster children under its direct supervision and receiving child welfare services. Together, the County child welfare agency and the County probation department will identify the programmatic strengths and needs as these relate to their distinct populations.

In addition to the outcome indicators, seven Systemic Factors must also be considered when analyzing the County's performance on the outcomes. The Systemic Factors correspond to the federal systemic factors used in the federal Child and Family Services Review.

There is no objective standard by which the County must assess its performance, and therefore, no "pass" or "fail" associated with the County Self-Assessment. However, the County must identify strengths and areas needing improvement. The areas needing improvement will be addressed in the System Improvement Plan.

I. Demographic Profile and Outcomes Data

(Recommended length: 15-20 pages)

A. Demographic Profile (both foster care and general population)

1. County Data Report

The County Data Report will be provided by CDSS and should be inserted at this point in the County Self-Assessment Document. This profile will include:

- *Child Welfare Participation Rates (i.e., rate per 1000 children, e.g. referrals, foster care entries, placement type, etc.)*
- *Outcome Indicators*
- *Process Measures*
- *Caseload Demographics*

Along with the profile will be information describing the general methodology used for the data.

2. Demographics of General Population

The purpose of this section is to allow the County to use available demographic data to describe the general context in which the County's child welfare services are provided. This is the place to identify any demographic issues that impact the achievement of desired outcomes for the County's child welfare population. Identify the demographic data here and reference it in later discussions on the County's performance on the outcome data indicators.

Summarized Census data by county can be found on the Employment Development Department (EDD)'s website at http://www.calmis.ca.gov/htmlfile/subject/DP2000.htm, including total number and percent of population for:

- *Age, race, ethnicity or Native American/Indian heritage, and other basic demographic characteristics*
- *Poverty rate (below the federal poverty line)*
- *Household income*
- *Education for persons ages 25+*
- *Other (i.e., grandparents as caregivers)*

Summarized census information by county can also be found at http://quickfacts.census.gov/qfd/states/06000.html, including: (Statewide numbers/percentages also given for comparison.)

- *Total Population, percent under 5 years old, percent under 18 years old and percent 65 years and older.*

- *Race/Ethnicity Percentages, including white, African American, American Indian/Alaska native, Asian, Hispanic/Latino, Native Hawaiian/other Pacific Islander, persons reporting other, and persons reporting two or more races. (Also percent foreign born and percent where language other than English is spoken in the home).*
- *Education Level, including percentage of persons age 25+ that are high school graduates, have bachelor's degree or higher.*
- *Household Income – median and per capita income. Also, number of households, average number of persons per household.*
- *Poverty Rate – percentage of persons below federal poverty line.*
- *Housing – number of housing units, homeownership rate, percentage of housing units in multi-unit structures and median value of owner–occupied housing units.*
- *Unemployment Rates by county can be found on website at: http://www.calmis.ca.gov/htmlfile/subject/lftable.htm*
- *Both monthly rates and annual averages are available; rates are not seasonally adjusted.*

***General data on child education, health and family economics** may be found at: http://www.childrennow.org/california/rc-2003/county-profiles.cfm#counties*

If available, county specific data on the following may also be included:
- *Rate of families receiving Public Assistance*
- *Rate of Families with no Health Insurance*
- *Active Tribes in the County*

3. Education System Profile

The purpose of this section is to provide a brief description of the County's education system that may be relevant to the analysis of the County's performance on the outcome indicators in the sections that follow. Training in preparation for the Self-Assessment will consider selection of appropriate educational information. Some sources for county specific education data are available at the websites listed below:

- ***Demographic Data:** This site provides access to a variety of school "demographic" data including summary information about each school site. The databases are downloadable. http://www.cde.ca.gov/demographics/*
- ***API Data:** The data are available either as a series of reports or as a database containing the entire state's information, school by school. The database is downloadable and can be accessed in one of several formats including Excel, Access or other database programs such as SAS or SPSS.* ***http://api.cde.ca.gov/index.html***
- ***STAR Data**: This site is the portal for the STAR data. The STAR data are available by school and by grade, etc. They can be aggregated by district, county and grade level. The breakouts present views of the data; e.g., breakouts by English proficient or by English learners, by eligibility for free or reduced price lunch, or by race or ethnic group, etc.*, http://star.cde.ca.gov/

B. CWS Outcomes and C-CFSR Data Indicators

The purpose of this section is to provide an analysis and conclusion about the County's performance

on each of the outcome indicators provided in the County Data Report (Section IA1 above). In addition to the County Data Report, other county-specific, child welfare data can assist in the analysis of the outcome indicators. This data can be broken down by age, ethnicity and other factors and is available at: http://cssr.berkeley.edu/cwscmsreports/

To the extent that data is available for children supervised by the County Probation Department, the County's performance on the indicators should be analyzed and considered separately in each of the areas as applicable.

***Note**: Not all outcome indicators encompassed in the Self-Assessment may be available for the initial assessment. The county need only address those indicators that are provided in the County Data Report.*

Child Welfare Services Participation Rates

Methodology:
Developed by the University of California, Berkeley (UCB)

Number of children < 18 in population
Population projections for 2002, from Claritas, Inc. (Projections from CA Dept. of Finance will be used as soon as they are available based on 2000 Census.)

Number and rate of children with referrals
Unduplicated count of child clients < age 18 in referrals in 2002, per 1,000 children < age 18 in population
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates

Number and rate of children with substantiated referrals
Unduplicated count of child clients < age 18 in referrals in 2002 that had substantiated allegations, per 1,000 children < age 18 in population
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates

Number and rate of first entries
Unduplicated count of children < age 18 entering a child welfare supervised placement episode of at least 5 days duration for the first time in 2002, per 1,000 children < age 18 in population
URL: http://cssr.berkeley.edu/CWSCMSreports/Cohorts/firstentries/Rates.asp

Number and rate of children in care
Number of children < age 19 in child welfare supervised foster care on July 1, 2002, per 1,000 children < age 19 in population
URL:

http://cssr.berkeley.edu/cwscmsreports/Pointintime/fostercare/childwel/prevalence.asp

Outcome 1:

Children are, first and foremost, protected from abuse and neglect.

Trends in Safety Data

Trends in Safety Data: *To the extent that trend data is available, the County might consider whether there have been notable changes in the safety outcome indicator data including:*

- *Possible contributing factors including regional effects on the data, for example, high unemployment.*
- *Correlation to changes in the demographic profile of the County's child welfare population.*
- *Changes in policies, practice, programs, training or use of assessment tools that may affect the number and types of reports of abuse or neglect accepted and investigated, the rate of substantiated and unsubstantiated reports, the rate of cases opened for services, and the rate of children entering care.*
- *Relationship between staff caseload, turnover or training and the rate of substantiated and unsubstantiated reports, the rate of cases opened for services, and the rate of children entering care.*
- *Whether the County has implemented any alternative responses and any correlation between implementation and child safety.*

Outcome Indicators 1A and 1B – Recurrence of Maltreatment

This measure reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods. Developed by the University of California, Berkeley (UCB). It is both a state and federal outcome measure.

Methodology:

Federal: Of all children with a substantiated allegation within the first six months of the study year (7/1/02-12/31/02), what percent had another substantiated allegation within six months? (limited to dispositions within the study year, according to federal guidelines).
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_recurrence.asp

State: Of all children with a substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp

State: Of all children with a first substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?
URL: http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp

In analyzing this indicator, the County might consider the following:

- *Patterns in the characteristics (i.e., age) and circumstances (i.e., intervention employed at first substantiation, type of maltreatment, etc.) of children who experienced repeat maltreatment.*
- *Whether the new reports were for the same or different reason than the prior reports.*
- *The services available in the County to meet the needs of the family while in the system.*
- *The county's efforts to remove barriers to ensure children and families receive appropriate*

priority for services across county systems.
- *The county's utilization of a standardized or comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of in-home and out-of-home case.*
- *Whether the County operates a differential response system, a description of that system and any correlations with participation/non-participation in the system.*
- *Comparison with statewide data.*

Outcome Indicator 1C – Rate of Child Abuse and/or Neglect In Foster Care

This measure reflects the percent of children in foster care who are abused or neglected while in foster care placement (currently limited due to data constraints to children in foster or FFA homes). This data was developed by UCB. It is a federal outcome measure.

Methodology:
For all children in county supervised or Foster Family Agency child welfare supervised foster care during the most recent nine month review period (10/1/02-6/30/03) (timeframe established according to federal guidelines), what percent had a substantiated allegation by a foster parent during that time?
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_abuse.asp

In analyzing this indicator, the County might consider the following:
- *The services and resources available to caregivers in the County.*
- *The county's reporting and tracking procedures for occurrence of abuse and neglect in relative and group home foster care settings.*
- *The county's screening process and assessment practices of foster parents and other individuals living in the foster home prior to placement of the child in the home.*
- *Whether the County's placement policies and practices include a focus on reducing incidents of maltreatment in out-of-home care.*
- *How the County determines and ensures compliance with the necessary frequency of social worker visits with children in foster care to monitor risk.*

Outcome Indicator 1E – Rate of Abuse and/or Neglect Following Permanency

This outcome indicator is currently under development.

In analyzing this indicator, the County might consider the following:
- *Correlation between abuse following permanency and type of permanent placement.*
- *Correlation between abuse following permanency and child characteristics (for example age, services received while in care).*
- *The county's process for matching foster families with children based on children's needs.*
- *Resources available and gaps in resources to help maintain families when children are permanently placed.*
- *Whether the County provides post-reunification services, a description of those services, and any correlation between receipt of services and abuse following permanency.*

Outcome 2:

Children are safely maintained in their homes whenever possible and appropriate.

Outcome Indicator 2A – Rate of Recurrence of Abuse/Neglect in Homes Where Children Were Not Removed

This measure reflects the occurrence of abuse and/or neglect of children who remain in their own homes receiving child welfare services. This data was developed by CDSS. It is a state outcome measure.

Methodology:

Of all the children with allegation (inconclusive or substantiated) who were not removed and who had a subsequent substantiated allegation within 12 months?

URL: http://www.dss.cahwnet.gov/research/

In analyzing this indicator, the County might consider the following:

- *How the County assesses underlying risk-related issues, such as domestic violence or mental illness, and whether there is follow-up to ensure services were received.*
- *The county utilization of a standardized or comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of in-home and out-of-home cases.*
- *The services available in the County to meet the family's needs to prevent the need to enter the system. Describe the provision of home-based services to protect children from maltreatment, including new and existing services, availability, accessibility, appropriateness and effectiveness of services.*
- *Notable changes in the number/array, flexibility and accessibility of home-based services and possible contributing factors.*
- *For FM cases, how the County determines and ensures compliance with the necessary frequency and quality of social worker visits with parents to assure child safety in the home.*

Process Measure 2B – Percent of Child Abuse/Neglect Referrals with a Timely Response

This is a process measure designed to determine the percent of cases in which face to face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that the abuse or neglect allegations indicate significant danger to the child. This data was developed by CDSS. It is a state process measure.
URL: http://www.dss.cahwnet.gov/research/

Methodology:

Percent of child abuse and neglect referrals that have resulted in an in-person investigation stratified by immediate response and ten-day referrals, for both planned and actual visits.

Process Measure 2C—Timely Social Worker Visits With Child

This is a process measure designed to determine if social workers are seeing the children on a monthly basis when that is required. Children for whom a determination is made that monthly visits are not necessary (e.g. valid visit exception) are not included in this measure. This data was developed by CDSS. It is a state process measure. This report is based on CWS/CMS only. (Other data analysis measurements such as the SafeMeasures application may provide different results.)

Methodology:

Of all children who required a monthly social worker visit, how many received a monthly visit?

URL: http://www.dss.cahwnet.gov/research/

In analyzing this indicator, the County might consider the following:
- *The extent to which protocols are in place to ensure social work visits occur timely.*
- *The extent to which visitation exceptions are used and documented on CWS/CMS.*

Outcome 3:

Children have permanency and stability in their living situations without increasing reentry to foster care.

Trends in Permanency Data

To the extent that trend data is available, the County might consider whether there have been notable changes in the permanency outcome indicator data. Some factors to consider may include:
- *Changes in laws, policies, practice, programs, training or the use of standardized instruments that may have affected the data profile.*
- *Changes in procedures and practice for permanency planning during this time.*
- *Changes in the agency's comfort level in reaching permanency planning decisions.*
- *Changes in the agency's decision-making process at major case decision points.*

Outcome Indicators 3A – Length of Time to Exit Foster Care

In analyzing these indicators, the County might consider the following:
- *Notable changes in length of stay of children in foster care and possible contributing factors.*
- *County-specific issues affecting the length of stay of children in foster care (for example, court practices in the County).*
- *Performance on the indicator based on child characteristics, i.e., age, ethnicity, and responsible agency (child welfare or probation) and length of stay.*
- *Relationship between available placement resources and length of stay of children in foster care.*
- *Procedures for permanency planning in place and practiced.*
- *Agency policies/procedures relating to filing for planned permanent placement alternative versus permanent custody.*
- *Any identified placement trends (i.e., with relatives).*
- *Any differences between residential and family setting placements regarding placement, intervention or experience patterns.*
- *Whether and how the County's relative approval process considers permanency.*
- *The county's current status of implementation of concurrent planning practices.*

The exit types of Reunification and Adoption are broken out separately below; however other exit types might be considered as relevant data is available.

Concurrent Planning Issues:
In analyzing this indicator, the County might consider the relationship between performance on this indicator and the extent of the County's concurrent planning implementation addressed in

the Case Review System systemic factor (Section III, B. 4 of the Self-Assessment Outline).

Guardianship (Kin-GAP and Non-Relative) – This data is currently not available

Emancipation – This data is currently not available

- *The proportion of children exiting to emancipation compared to legal permanence.*
- *The extent to which continual efforts are made to achieve permanency for children in long-term foster care.*

Still in Care –This data is currently not available

- *The characteristics of children remaining in care.*
- *How permanency planning decisions are made.*
- *Efforts to achieve legal permanence for children after 18 months when neither adoption nor guardianship is an immediate goal.*

Outcome Indicators 3A and 3E – Length of Time to Exit Foster Care to Reunification

This is an outcome measure reflecting the percent of children reunified within 12 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Methodology:
Federal: Of all children who were reunified from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 12 months?
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/01-6/30/02), what percent were reunified with 12 months?
URL: http://cssr.berkeley.edu/cwscmsreports/Cohorts/exits/

In analyzing this indicator, the County might consider the following:

- *The agency's policy for returning children home.*
- *The relationship between the timeliness with which children return home and the rate at which children re-enter foster care (Indicator 3-G).*
- *Any pattern in need for longer treatment of parent/child.*
- *The availability of identified services to support reunification (i.e., trial home visits).*
- *Whether the agency assists the families with contingency planning and securing services post initial reunification.*
- *Any correlation between the number, type and length of services provided prior to placement and the achievement of early reunification.*
- *Any correlation between the availability, accessibility and appropriateness of services offered to children and families during their involvement with the agency and the achievement of early reunification.*
- *County-specific factors affecting reunification (i.e., availability of housing, court practices that affect the ability to meet this outcome).*

Outcome Indicators 3A and 3D – Length of Time to Exit Foster Care to Adoption

This is an outcome measure reflecting the percent of children adopted within 24 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Methodology:
Federal: Of all children who were adopted from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 24 months?
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/00-6/30/01), what percent were adopted within 24 months?
URL: http://cssr.berkeley.edu/cwscmsreports/Cohorts/exits/

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/01-6/30/02), and were in care for 12 months, what percent had no more than two placements?
URL: http://cssr.berkeley.edu/CWSCMSreports/cohorts/stability/

In analyzing this indicator, the County might consider the following:

- *Procedures for permanency planning in place and practice*
- *Any identified placement trends that may be correlated to adoption rates (e.g. relative placements).*
- *When adoption planning and/or services begin for a child.*
- *Whether the option of relinquishment is explored with parents failing reunification.*
- *Whether the County has concurrent planning protocols in place and a description of those protocols. Whether the County integrates permanency planning early in case plan and in training of foster parents to support permanency for children.*
- *The agency's comfort level in reaching permanency planning decisions.*
- *When the adoption home study is initiated in the life of the child's case (if the family is not already approved for adoption).*
- *The county agency's practice for terminating parental rights if an adoptive home is not identified.*
- *The county court's practice for approving a petition for terminating parental rights and the effect on the time to adoption.*
- *The county's average timeframe to complete an adoptive home study.*
- *Availability of resources (i.e., adoptive homes and post adoption services).*

Outcome Indicators 3B and 3C – Stability of Foster Care Placement: These measures reflect the number of children with multiple placements within 12 months of placement. This data was developed by UCB. It is a federal and state outcome measure.

Methodology:
Federal: For all children in child welfare supervised foster care for less than 12 months during the most recent 12 month study period (07/1/02-06/30/03), what percent had no more than two placements?
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/01-6/30/02), and were in care for 12 months, what percent had no more than two placements?
URL: http://cssr.berkeley.edu/CWSCMSreports/cohorts/stability/

In analyzing this indicator, the County might consider the following:

- *The County's performance on the data indicator based on child characteristics, e.g., age, ethnicity, etc. or referral source (i.e., child welfare or probation).*
- *The county's process for matching foster families with children based on children's needs and provider capability, e.g., use of team decision-making in placement decisions.*
- *The County's efforts to place children in the least restrictive placement in proximity to the*

parents.
- *The extent to which caregiver needs are considered in case planning.*
- *If and how the County's initial placement practice considers the need for special needs children with complex mental health or behavioral needs.*
- *The County's policy for emergency placements, including use of temporary settings on a routine basis.*
- *Whether appropriate placements are available and/or affordable.*
- *Identified barriers/gaps in appropriate placement resources.*
- *The agency's level of community resources for recruitment. Quality of available services.*
- *The percentage of the placement moves that were caused by planned and appropriate moves (for example, moving a child with a drug problem to a residential treatment facility) rather than resulting from an inappropriate match.*

Outcome Indicators 3F and 3G – Rate of Foster Care Re-Entry

This measure reflects the number of children who re-enter foster care subsequent to reunification or guardianship. The data was developed by UCB. It is a federal and state outcome measure.

Methodology:

Federal: For all children who entered child welfare supervised foster care during the most recent 12 month study period (07/01/02-06/30/03), what percent were subsequent entries within 12 months of a prior exit?
URL: http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp

State: For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/00-6/30/01) and were reunified within 12 months of entry, what percent re-entered foster care within 12 months of reunification?
URL: http://cssr.berkeley.edu/cwscmsreports/Cohorts/reentries/

In analyzing this indicator, the County might consider the following:
- *Any identified placement trends, child characteristics (e.g., age, ethnicity) or removal reasons. The relationships between this indicator and the indicator for the length of stay with exits to reunification and the indicator for recurrence of maltreatment.*
- *Determine from a systems point of view which problems (kids or parents) are triggering re-removals.*
- *Need for longer treatment of parent/child?*
- *The availability of crisis stabilization placement options for very short term/diagnostic placements.*
- *Any service gaps identified by the agency that may contribute to reentry of children into foster care.*
- *The county's policies or practices for use of trial home visits.*
- *Whether the agency assists families with contingency planning and securing services after initial or early reunification.*
- *The agency's decision making process in regards to major case decision making points (service decisions, prioritization of referrals, removal, filing for permanent custody (file on whom, at what point, etc.?)*
- *Identify whether children are reentering the system for the same reason as the first entry.*
- *Correlation between the characteristics of the prior stay of children in foster care (type of service provided, appropriateness of placement, and length of stay) and the current entry.*
- *Correlation between characteristics of the post-reunification services (type of service provided, appropriateness of the reunification effort, and length of stay) and the current re-entry.*

Outcome 4:

The family relationships and connections of children served by the CWS will be preserved, as appropriate.

Outcome Indicator 4A – Siblings Placed Together in Foster Care

These measures reflect the number of children placed with all or some of their siblings in foster care. The data was developed by UCB. It is a state outcome measure.

Methodology:

For all children in child welfare supervised foster care on the most recent point-in-time (July 1, 2003), of those with siblings in care, what percent were placed with some and/or all of their siblings?
URL: http://cssr.berkeley.edu/cwscmsreports/pointintime/fostercare/childwel/siblings.asp

In analyzing this indicator, the County might consider the following:
- *The characteristics of children most likely to be placed with one or more siblings.*
- *The intake and placement practices that support or create barriers to placement of siblings together.*
- *Protocols for assessing the quality of sibling relationships.*

Outcome Indicator 4B — Foster Care Placement in Least Restrictive Settings

This measure reflects the percent of children placed in each type of foster care setting. The data was developed by UCB. It is a state outcome measure.

Methodology:

For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/02-6/30/03), what percent were in kin, foster, FFA, group, and other placements (first placement type, predominant placement type); What percent of children in child welfare supervised foster care were in kin, foster, FFA, group, and other placements in the most recent point in time (July 1, 2003)?
URL: (entry cohort) http://cssr.berkeley.edu/CWSCMSreports/cohorts/firstentries/
URL: (point in time) http://cssr.berkeley.edu/cwscmsreports/Pointintime/fostercare/childwel/ageandethnic.asp

In analyzing this indicator, the County might consider the following:
- *The extent to which children coming into care are routinely placed with relatives*
- *The characteristics (age, gender, race/ethnicity, etc.) of children most likely to be placed in institutional or group care.*
- *The relationship on this outcome indicator and issues addressed in the systemic factors of the Case Review System (Section III, B. 3. Process for parent-child-youth participation in case planning) and Foster/Adoptive Parent Licensing, Recruitment and Retention (Section III, C.).*

Outcome indicator 4E — Rate of ICWA Placement Preferences

This measure reflects the percent of Indian Child Welfare Act eligible children placed in foster care settings defined by the ICWA. This data was developed by CDSS. It is a state outcome measure.

Methodology:

Of those children identified as American Indian, what percent were placed with relatives, non-relative Indian and non-relative non-Indian families?

URL: http://www.dss.cahwnet.gov/research/

In analyzing this indicator, the County might consider the following:
- *The extent to which protocols for identifying Indian children are consistently applied at intake.*
- *The relationship on this outcome indicator and issues addressed in the systemic factors of the Case Review System (Section III, B. 3. Process for parent-child-youth participation in case planning) and Foster/Adoptive Parent Licensing, Recruitment and Retention (Section III, C.).*

Outcome 8:

Youth emancipating from foster care are prepared to transition to adulthood.

Outcome Indicator 8A — Children Transitioning to Self-Sufficient Adulthood

This measure reflects the percent of foster children eligible for Independent Living Services who receive appropriate educational and training, and/or achieve employment or economic self-sufficiency. The data was collected by CDSS. This measure includes data regarding youths, ages 16 through 20, who receive services from the Independent Living Foster Care Program. It identifies the number of youths receiving Independent Living Program services, the program outcomes for those youths, and certain client characteristics. This report is limited to a subset population obtained from State of California form 405A. It is a state outcome measure.

Methodology:

This data is based on hard copy reports submitted by counties to CDSS for the time period covered by the report.

URL: http://www.dss.cahwnet.gov/research/

In analyzing this indicator, the County might consider the following:
- *The extent to which the County ensures housing for transitioning foster youth, including efforts to:*
  - *Increase the availability of subsidized housing or other low income;*
  - *Develop collaborations with local rental associations, landlords, etc.*
- *The extent to which the County assists transitioning foster youth in receiving appropriate education and/or training, including efforts to:*
  - *Develop collaborations with local colleges to establish student mentoring programs to promote successful high school graduation.*
  - *Develop collaborations with institutions of higher education to facilitate college entrance, and financial aid and scholarships.*
  - *Develop collaboration for vocational training with unions, trade associations, restaurants, etc.*
- *The extent to which the County assists transitioning foster youth in achieving employment or economic self-sufficiency, including efforts to:*
  - *Ensure youth have access to recruiters, e.g., Job Corps, California Conservation Corps, Armed Services.*
  - *Ensure youth have access to local One Stop Centers through the Employment Development Department.*
- *The extent to which the County assists transitioning foster youth to develop personal, supportive relationships by:*

- *Locating absent family members.*
- *Facilitating maintenance of important relationships.*
- *Developing mentoring programs.*

- *The extent to which the County ensures transitioning foster youth are advised about the continued availability of Independent Living Program Services up to age 21.*

II. Public Agency Characteristics
(Recommended length: 5 pages)

The purpose of this section is to provide information about the nature of the agencies providing child welfare services in the County. This section should be used to describe the overall way child welfare services are organized in the County, and child welfare system environment and the broader community, including any unique county resource issues.

A. Size and structure of agencies

In this section the County should briefly describe basic information identifying all public agencies that provide child welfare services (e.g., juvenile probation, shelter care, adoption, licensing) and their relationship to one another. For example: Is there a superagency structure?

1. County-operated shelter(s)

In this section, the County should identify whether it operates a shelter(s) and how it is utilized.

2. County licensing

In this section, the County should briefly describe agency roles and responsibilities for licensing of foster family homes. For example, does the County have a Memorandum of Understanding (MOU) with CDSS to license foster family homes, or is homefinding for foster homes and adoptive homes combined?

3. County adoptions

In this section, the County should describe whether the County is licensed to provide adoption services or whether such services are provided by a CDSS Adoptions District Office or another licensed county.

B. County governance structure

In this section, the County should describe organization(s) responsible for providing child welfare services and their relationship to one another.

C. Number/composition of employees

In the following sections, the County should identify issues in the areas listed that impact the provision of child welfare services and the achievement of desired outcomes for children.

1. Staffing characteristics/issues

The information for this section will be provided to counties by CalSWEC based on a county survey.

a. Turnover ratio
b. Private contractors
c. Worker caseload size by service program

2. Bargaining unit issues

In this section, the County should describe any collective bargaining issues that impact the provision of child welfare services.

3. Financial/material resources

a. Source and expenditure of funds

In this section, the County should describe the availability or lack of flexible funding opportunities, interagency collaborations and/or resources that supplement the CWS allocation, and their impact on the ability to achieve positive outcomes for children and families.

4. Political jurisdictions

a. Number and type of political jurisdictions

In this section, the County should briefly describe the relationship with each jurisdiction listed below and their impact on the ability to achieve positive outcomes for children and families.

- *School districts/Local education agencies*
- *Law enforcement agencies*
- *Tribes*
- *Cities*

5. Technology level

In this section, the County should briefly describe its capacity to use technology, including both hardware and software, to facilitate the provision of child welfare services and the achievement of positive outcomes. Address how each is used and how it enhances or creates barriers to service delivery. The County may also include any planned improvements in this area.

a. Laptops used by field staff (also include other hardware/equipment – i.e., Quick Pads.)
b. Capacity to use SAS, SPSS, Business Objects, SafeMeasures, CAD IQ or other software

6. Any other factor as applicable

D. Current Systemic Reform Efforts

The intent of this section is to briefly identify in the check box any current reform efforts underway in the County. It can be used as a point of reference when discussing the County's performance on the outcomes.

III. Systemic Factors
(Recommended length: 15-20 pages)

The Systemic Factors are the same as those used in the Federal Child and Family Services Review and are defined in federal law.[1] The definitions provided in this section are consistent with federal law, but adjusted to relate to California counties within the State's requirements.

A. Relevant Management Information Systems

Relevant Management Information Systems refers primarily to the CWS/CMS and includes any other management information systems that supplement CWS/CMS in the delivery of child welfare services. These additional systems should also be described in this section, for example, a separate data base used to track adoptive applicants.

Data quality issues identified in the Outcomes Section should be summarized here, including how the issue was identified as a data issue rather than a programmatic or performance issue.

In analyzing this systemic factor, the County may consider the following:
- *The effectiveness with which the County uses CWS/CMS, including:*
  - *The accessibility and quality of this information for use by County managers and local staff.*
  - *The usefulness of the information in carrying out the agency's responsibilities.*
  - *The use of the data by various staff levels (clerical, social work, supervisory, management).*
- *The extent to which the County Data Report reflects uniform, current, accurate, and reliable data.*
  - *If caseload data is not accurate, consider how the County ensures that case closure and case plan transfer dates and reasons are completed in CWS/ CMS.*
- *Lessons learned about the system during the Countywide Assessment.*
- *The process or procedures in place to use CWS/CMS to conduct continuous quality assurance and achieve positive outcomes.*
- *Describe issues, concerns, constraints to good practice, tracking and monitoring due to CMS system limitations or hardware.*

B. Case Review System

The Case Review System refers to a system that does all of the following:
- Develop a written case plan which is developed jointly with the child's parents and includes provisions for:
  - Placing the child in the least-restrictive, most family-like setting appropriate to his or her needs and in proximity to the parent's home;

[1] The Systemic Factors listed in this section are based on the definitions in 45CFR 1355.34, adjusted as applicable to California counties.

  - Visitation of the child by the case manager as required;
  - Documentation of the steps taken to make and finalize an adoption or other permanent plan.
- Provide for periodic review (court or administrative) at least every 6 months.
- Ensure that 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.
- Provide for 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.
- Provides foster parents, pre-adoptive parents and relative caregivers of children in foster care with notice of and an opportunity to be heard in any review or hearing held for a child.

1. Court Structure/Relationship.

In responding to this section, the County might consider the following:
- *The structure of the County juvenile court for dependency and probation case.*
- *Any efforts in place to support or improve the working relationship between CWS and the juvenile court.*
- *The effectiveness of the juvenile court/CWS agency work related to the following:*
  - *Use of continuances*
  - *Termination of parental rights*
  - *Facilities available for parents and children*
  - *Use of alternative dispute resolution*

2. Process for timely notification of hearings.

In responding to this section, the County might consider the following
- *The County's policies, procedures and/or systems for notifying caregivers of a review hearing and soliciting caregiver input and for incorporating that input into decisions or recommendations.*

3. Process for parent-child-youth participation in case planning.

In responding to this section, the County might consider the following:
- *The process and the extent to which the County engages each party (parents, children and youth) in case planning activities such as identifying strengths and needs, determining goals, visitation, requesting specific services and evaluating progress.*
  - *The County's policies and practices that support such case planning.*
  - *How the County informs parents or guardians of rights and responsibilities regarding case planning.*
  - *How the County addresses the needs of care providers in the case plan.*

4. General Case Planning and Review

In responding to this section, the County might consider the following:
- *How the County is able to meet the requirement that each child in foster care responsibility has a written case plan with all the required elements that is reviewed every six months. Consider:*
  - *The use of the automated case plan function in the CWS/CMS.*
  - *Any policies and procedures that ensure timely development and review of*

case plans.
- *Any barriers to timely development and review of case plans.*
- *How the County integrates fairness and equity towards racial or ethnic groups into case planning decisions.*

- *How the County meets the requirement that the Permanency Hearings for children in foster care occur within prescribed timeframes, including:*
  - *The timeliness of permanency hearings and their impact on permanency outcomes for children.*
  - *To what extent the County submits timely permanency hearing court reports and any policies and practices that impact this.*
  - *The county's policies and procedures that are in place to support meeting the permanency hearing requirements.*
  - *How the County engages in permanency planning for youth.*

- *The extent to which key concurrent planning practices in place in the County, including:*
  - *Permanency alternative is identified prior to the dispositional hearing.*
  - *Consideration of likelihood of reunification is made in placement decisions.*
  - *Early identification, search and assessment of relatives and non-custodial parents (including resolution of paternity issues and identification of ICWA issues) as a placement resource.*
  - *Specific recruitment, training and support is provided to resource families (i.e., concurrent placement families, flexible families, relative and non-relative, etc.) to assist in preparing for the emotional and practical challenges of concurrent planning.*
  - *Regular, collaborative case staffings begin early in case (e.g., prior to the Dispositional hearing, every three months for children under 3, and 6 months for those over 3 years).*
  - *The goals of child welfare and adoption units and agencies are integrated to promote concurrent planning.*
  - *Clear definitions and procedures are in place regarding the process and content of "full disclosure" regarding concurrent planning (e.g., who will know what, when and how).*
  - *Increased opportunities for communication among workers with different responsibilities related to a case.*
  - *Intensive support services to birth parents are available early in the reunification process.*
  - *Interagency partnerships support concurrent planning.*

  More information on promising practices in concurrent planning can be found at: http://cssr.berkeley.edu/childwelfare/researchdetails.asp?name=promising

- *The county's practices regarding TPR, including:*
  - *The part of the organization that is responsible to pursue a hearing pursuant to 366.26, if necessary, and if it is done timely.*
  - *Whether an adoptive home is identified prior to TPR.*
  - *How the County documents "compelling reasons" for not pursuing adoption or TPR and how this documentation is ensured.*

C. Foster/Adoptive Parent Licensing, Recruitment and Retention

Foster/Adoptive Parent Licensing, Recruitment and Retention refers to a system that does all of the following:

- Maintains standards for foster family homes, including relatives, that are applied to all homes receiving federal Title IV-E or IV-B funds.
- Complies with requirements for a criminal record clearance.
- Has in place an identifiable process for assuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the County for whom foster and adoptive homes are needed.
- Has in place procedures for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.

1. General licensing, recruitment and retention

In responding to this section, the County might consider the following:

- *The extent to which the Family to Family Initiative has been implemented in the County, including the four strategies:*
  - *Recruiting, training and supporting resource families*
  - *Building community partnerships*
  - *Team decision-making*
  - *Evaluating results*
- *Describe the support services and resources available to caregivers in the County.*

2. Placement resources

In responding to this section, the County might consider the following:

- *The characteristics of children for whom placement resources are scarce, including older children and special needs children*

D. Quality Assurance System

The Quality Assurance System refers to an identifiable quality assurance system in the County that maintains standards to ensure that children in foster care placements are provided quality services that protect their safety and health and does the following:

- Is in place in all jurisdictions within the County where child welfare services are provided.
- Evaluates the adequacy and quality of the child welfare services provided.
- Identifies the strengths and needs of the service delivery system it evaluates.
- Provides reports to agency administrators on the quality of services evaluated and needs for improvement.
- Evaluates measures implemented to address identified problems.

1. Existing quality assurance system

In responding to this section the County might consider the following:

- *The county's policies for evaluating achievement of positive outcomes including the performance indicators identified in the County Data Profile.*
- *how the County: (1) utilizes monitoring results and (2) evaluates program improvement measures based on monitoring results*
- *The county's policies for requiring and monitoring documentation of services provided by non-county service providers.*
- *The county policies for monitoring ICWA and MEPA compliance.*
- *The county's policies for monitoring how mental health needs have been*

addressed and effectiveness of services provided.
- *The county's policies and procedures for documenting and monitoring compliance with child and family involvement in case planning process, including:*
  - *Concurrent planning in every case receiving reunification services.*
  - *Meeting TPR timelines and documentation of compelling reasons.*
  - *Development of a Transitional Independent Living Plan for each child age 16 and over.*

E. Service Array

The Service Array systemic factor refers to the array of services the County has in place that includes the following:

- Services that assess the strengths and needs of children and families assisted by the agency and are used to determine other service needs.
- Services that address the needs of the family, as well as the individual child, in order to create a safe home environment.
- Services designed to enable children at risk of foster care placement to remain with their families when their safety and well-being can be reasonably assured.
- Services designed to help children achieve permanency by returning to families from which they have been removed, where appropriate, be placed for adoption or with a legal guardian or in some other planned, permanent living arrangement, and through post-legal adoption services.
- Services that are accessible to families and children in all political subdivisions of the County.
- Services can be individualized to meet the unique needs of children and families served by the agency.

In analyzing this systemic factor, the County might collect additional information through client satisfaction or provider surveys (See Attachment II). The County might consider the following:
- *The extent to which services delivered through multi-disciplinary teams.*
- *The extent to which services differ based on placement status, i.e., in-home or out-of-home care.*
- *The implementation of any pilots or demonstration projects in which the County participates, including contractor-supplied services.*
- *The county's assessment process for ensuring that the needs, as identified by children, parents, and foster parents, are met.*

1. **Availability of services**
2. **Assessment of needs and provision of services to children, parents, and foster parents**
3. **Services to Indian children**

F. Staff/ Provider Training

The Staff/Provider Training systemic factor refers to a staff training and development program that does all of the following:

<u>For Staff:</u>

- Supports goals and objectives of the State's Child Welfare Program.
- Addresses services required to be provided by State law.
- Provides training for all staff that provide family preservation and support services, child protective services, foster care services, adoption services and independent living services soon after they are employed and that includes the basic skills and knowledge required for their position.
- Provides ongoing training for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services required by State law.

For Providers:

- Provides short-term training for current or prospective foster parents and adoptive parents that addresses the skills and knowledge base needed to carry out their duties with regard to caring for foster and adopted children.

G. Agency Collaborations

The federal systemic factor is entitled, "Agency responsiveness to the community." This systemic factor refers to the following:

- The County's engagement in ongoing consultation with a broad array of individuals and organizations representing agencies responsible for implementing child welfare services and other stakeholders, including:
  - Tribal representatives
  - Consumers
  - Service providers
  - Foster care providers
  - The juvenile court
  - Other public and private child and family serving agencies.
- The County develops, in consultation with these or similar representatives, annual reports of progress and services.
- Evidence that the agency's goals and objectives include consideration of the major concerns of stakeholders consulted in developing the services.
- Evidence that the agency's services are coordinated with services or benefits under other federal, federally-assisted, state or state-assisted programs serving the same populations to achieve the goals and objectives of child welfare services.

1. Collaboration with Public and Private Agencies

In responding to this section, the County might consider the following:

- *The extent to which the County consults and coordinates with community partners in any County child welfare planning efforts, including how the concerns of partners are addressed; shared expectations, responsibilities and risks are identified.*
- *The extent to which there is shared involvement in evaluating and reporting progress on the County's goals.*
- *Any lessons learned during the County Self-Assessment focus groups, interviews, and/or consultations with county partners and others about the County's effectiveness in involving community and County stakeholders in county planning efforts and service provision.*
- *The extent to which the collaborations support positive outcomes for children, youth and families.*
- *Any outreach and/or action plan developed as a result of focus groups/interviews to engage the broader community in sharing responsibility for the protection of children.*

2. Interaction with local tribes

H. Local Systemic Factors

This is a section where the County may identify and discuss any unique local systemic factors that were not addressed elsewhere.

IV. County-Wide Prevention Activities and Strategies
(Recommended length: 5 pages)

A. County-wide Primary Prevention Efforts

B. Prevention Partnerships

C. Strategies for the Future

V. Summary Assessment
(Recommended length: 5 pages)

C-CFSR OUTCOMES

1. *Children are, first and foremost, protected from abuse and neglect.*
2. *Children are maintained safely in their homes whenever possible and appropriate.*
3. *Children have permanency and stability in their living situations without increasing reentry to foster care.*
4. *The family relationships and connections of the children served by the CWS will be preserved, as appropriate.*
5. *Children receive services adequate to their physical, emotional and mental health needs.*
6. *Children receive services appropriate to their educational needs.*
7. *Families have enhanced capacity to provide for their children's needs.*
8. *Youth emancipating from foster care are prepared to transition to adulthood.*

A. Discussion of System Strengths and Areas Needing Improvements

*The purpose of this section is to summarize the County's performance on each of the **C-CFSR Outcomes** considering the analysis of its performance on the related **outcome indicators** as well as the impact of any **systemic factors**. This is section should be derived from the conclusions drawn in the previous sections. It should be concise and serve as an executive summary of the overall self-assessment.*

B. Areas for further exploration through the Peer Quality Case Review

The purpose of this section is to identify those practice areas that would benefit from closer examination through an intensive case review process. The discussion of these issues should include the specific population that is affected by the practice and the questions or issues that the County hopes to address or resolve in a closer examination of the practice.

Please refer to the PQCR documents for more information on that process.

Glossary

AB 636	The Child Welfare System Improvement and Accountability Act of 2001 (AB 636, Steinberg). Identifies and replicates best practices to improve child welfare service outcomes through county-level review processes. Also referred to as California – Child and Family Service Review (C-CFSR).
Alternative Dispute Resolution (ADR)	Non-adversarial and confidential processes conducted by a neutral third party to assist two or more disputing parties reach a mutually acceptable and voluntary agreement as an alternative to litigation or contested hearings.
C-CFSR	California Child and Family Services Review: See AB 636
CalWORKs Child Welfare Service Integration Project	Families who are recipients of both CalWORKs and Child Welfare Services receive coordinated services to leverage maximum effectiveness from each program.
Child Well-Being	A primary outcome for child welfare services focused on how effectively the developmental, behavioral, cultural and physical needs of children are met.
Community Response (See also Differential Response)	A proactive response to and assessment of situations involving families under stress who come to the attention of the Child Welfare System but who do not present an immediate risk for child maltreatment. Provides families with access to services to address identified issues without formal entry into the system.
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.
Consolidated Homestudy	Our current system licenses foster parents, and if a foster parent decides they wish to adopt a foster child they have in their home, a separate process called an adoptive homestudy is completed. The consolidated homestudy is a one-time study that would approve families for foster care and/or adoption and would facilitate concurrent planning.
County Data Report	The County Data Profile is a compilation of data provided by CDSS and is the basis of the County Self-Assessment. The profile includes: • Child Welfare Participation Rates (i.e., rate per 1000 children, e.g. referrals, foster care entries, placement type, etc.) • Outcome Indicators • Process Measures • Caseload Demographics
Differential Response	A graduated system for addressing referrals to the Child Abuse Hotline/Intake involving an initial assessment designed to identify immediate steps necessary to assure child safety and family engagement in such services as may be required to support them in performance of their parenting responsibilities.
Early Reunification	Efforts directed at enhancing parental protective capacity in order to permit the child to return to his or her family within 30 to 60 days of placement.
Evidence-Based Practice	A set of tools and resources for finding and applying the best current research evidence to service delivery, and integrating this information with clinical expertise and client values.
Fairness and Equity	Modification of policies, procedures and practices and expansion of the availability of community resources and supports to ensure that all children and families (including those of diverse backgrounds and those with special needs) will obtain similar benefit from child welfare interventions and attain equally positive outcomes regardless of the community in which they live.
Family to Family	An initiative designed in 1992 and field tested in communities across the country that effectively incorporates a number of strategies consistent with the values and objectives of Redesign, including comprehensive assessment, family team

	decision-making, neighborhood placement in families, and concurrent planning to assure children permanent families in a timely manner.
Family Well-Being	A primary outcome for California's child welfare services 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.
Initial Assessment	The intake function, the focus of which is to learn more about the immediate safety issues for the child, as well as obtain background information about the parent through collateral contacts.
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.
Multi-Disciplinary Teams	A group of professionals and paraprofessionals representing an array of disciplines (e.g., resource families, service providers, law enforcement, juvenile courts and other community organizations) who interact and coordinate efforts with parents and families, pooling their skills to offer comprehensive, coordinated services.
Non-Adversarial Approaches	Practices, including dependency mediation, permanency planning mediation, family group conferencing or decision-making and settlement conferences, designed to engage family members as respected participants in the search for viable solutions to issues that have brought them into contact with CWS. See also Alternative Dispute Resolution (ADR)
Peer Quality Case Reviews	A key component of the C-CFSR designed to enrich and deepen understanding of a county's actual practices in the field by bringing experienced peers from neighboring counties to assess and help shed light on the subject county's strengths and areas in need of improvement within the child welfare services delivery system and social work practice.
Performance Indicators	Specific, measurable data points used in combination to gauge progress in relation to established outcomes.
Permanence	A primary outcome for child welfare services whereby all children and youth have stable and nurturing legal 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.
Prevention	Service delivery and family engagement processes designed to mitigate the circumstances leading to child maltreatment before it occurs.
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.

Risk, Safety and Needs Assessments	After the initial face to face assessment, there are subsequent meetings with the family to do a comprehensive assessment of strengths and needs, parental protective capacity, ongoing risks, and continued review of safety plans. If safety is a continuing concern and the case is being handled by the community network, the agency will re-refer the case to CWS. The nature of the case plan that emerges from the comprehensive assessment will differ based on what has to be done to assure safety, what the goals are for the case, and who should be involved in promoting the necessary changes within the family. Safety assessments will be done at multiple times during the life of a case. The first face-to-face assessment will be done when direct information is gathered as to the current safety and risk. Based on this initial assessment, safety plans will be put into place immediately, as needed. By gathering information as to the concerns about the protection of the child, by exploring the protective capacity of the parents, and by preliminarily identifying needs for services, the worker will asses risk. As the case moves forward to comprehensive assessment and service planning, a more thorough understanding will be obtained of family strengths and needs, as well as changes that must be made to assure the ongoing safety and protection of the child. Decisions on case closure will also address safety, risk, and whether necessary changes to assure child safety have been made.
Safety	A primary outcome for child welfare services whereby all children are, first and foremost, protected from abuse and neglect.
Shared Family Care	Temporary placement of children and parents in the homes of trained community members who, with the support of professional teams, mentor the families to the point that they develop the necessary skills, supports and protective capacity to care for their children independently.
Shared Responsibility	This concept encourages community residents to get involved in child protection. It offers opportunities for participation and stresses the importance and impact of the whole community's responsibility for child safety and well being. This does not negate the ultimate accountability of the CWS agency for child protection—rather, it engenders a community mind-set to develop the necessary capacity to protect children and to strengthen and preserve families.
Standardized Safety Approach	A uniform approach to the safety, risk and protective capacity of the adult caretaker to assure basic levels of protective responses statewide and to assure that fairness and equity is embedded in criteria used for case decisions
Successful Youth Transition	The desired outcome for youth who experience extended stays in foster care, achieved by the effective provision of a variety of services (e.g., health and mental health, education, employment, housing, etc.) continuing through early adulthood, while simultaneously helping youth to maintain, establish or re-establish strong and enduring ties to one or more nurturing adults.
System Improvement Plan (SIP) (County)	A key component of the C-CFSR, this operational agreement between the County and the state outlines a county's strategy and action to improve outcomes for children and families;
Uniform Practice Framework	A fully articulated approach to all aspects of child welfare practice that: • Uses evidence-based guidelines for the start-up phase and on-going incorporation of known "best" or "promising" practices • Aligns with sound child and family policy • Is responsive to unique needs of diverse California counties • Can be integrated with a Differential Response System • Addresses shared responsibility with the community • Emphasizes non-adversarial engagement with caregivers • Integrates practice work products from the Full Stakeholders Group and the Statewide Regional Workgroups.
Vulnerable	Families who face challenges in providing safe, nurturing environments for their

Families	children, including those demonstrating patterns of chronic neglect, those with young children (ages 0-5), those impacted by alcohol and drug abuse, homeless/poverty families, victims of domestic violence, and those with members whose mental health is compromised.
Workforce	A broad array of professionals and paraprofessionals who must come together to ensure the protection, permanence and well-being of children and families, including CWS at the County and state level along with such partners as resource families, community agencies, other public systems (e.g., mental health, education, public welfare, the court and other service providers).

Sample Surveys:

1. **Federal Child and Family Services Review, Child Welfare System Survey**
2. **Federal Program Improvement Plan, Client Satisfaction Survey**

The surveys listed above are provided as an example and may be used in whole or in part to assist with County Self-Assessment.

Note: The client satisfaction survey contains additional characters in the text. These are not errors but used for the purpose of automating the compiling of the results.

Child Welfare System Survey

Who are you?

- ☐ Public Agency Administrator
- ☐ Public Agency Caseworker/Supervisor
- ☐ Foster Youth
- ☐ Caregiver: foster/adoptive/relative
- ☐ Community-Based Agency Administrator
- ☐ Community-Based Agency Worker/Supervisor
- ☐ Other: _____

1. What services to children and families are most effective in the following:

A. ***Preventing children from being removed*** from their families? (Please check 3 only)

- ☐ Intensive in-home; FM services, home visits (e.g., PHNs, SW, etc)
- ☐ Parental education, mentoring or support groups
- ☐ Wraparound services
- ☐ Substance abuse programs
- ☐ Family conferencing or decision-making
- ☐ Individual or family counseling
- ☐ School based programs
- ☐ Job training & assistance
- ☐ Assistance for stable housing
- ☐ Other _____

_____

B. ***Helping parents to reunify*** with their children? (Please check 3 only)

- ☐ Parental education, mentoring or support groups
- ☐ Parent-child visitation
- ☐ Substance abuse programs
- ☐ Family conferencing or decision-making
- ☐ Individual or family counseling
- ☐ Intensive in-home services; home visits
- ☐ Family Reunification services
- ☐ Job training & assistance
- ☐ Assistance for stable housing
- ☐ Other _____

_____

2. When family reunification services are **not** successful and the child is not returned home, what services should have been provided that were not provided? (Please check 3 only)

- ☐ Parental education, mentoring or support groups
- ☐ Parent-child visitation
- ☐ Substance abuse programs
- ☐ Family conferencing or decision-making
- ☐ Individual or family counseling
- ☐ Wraparound services
- ☐ Assistance for stable housing
- ☐ Grief Counseling
- ☐ Counseling/therapy
- ☐ Job training & assistance
- ☐ Intensive in-home services; home visits
- ☐ Other _____

_____

3. When family reunification services are **not** successful and the child is not returned home, how is the plan most commonly developed to provide permanency for the child?

- ☐ Adoption Unit decides
- ☐ FR Worker decides
- ☐ Adoption & FR Workers decide
- ☐ Worker & parents/relatives discussion
- ☐ Worker & caregiver discussion
- ☐ Mediation
- ☐ Worker & child discussion
- ☐ Worker, parents, caregiver, child discussion
- ☐ Court decides
- ☐ Other _____

More questions on the back.

4. What training do you think helps you or your staff do a better job? (Please check 3 only)
   - ☐ Workshops
   - ☐ Conferences
   - ☐ Time management
   - ☐ College courses/extensions
   - ☐ N/A: Workload too high
   - ☐ In services/in-house training
   - ☐ Identification of issues
   - ☐ Mentoring
   - ☐ Other_____

5. What training do you or your staff need that is not available?

6. The State and counties carry out activities to make sure quality services are available to children and families in the child welfare system. What activities are you aware of? (Check all that apply.)
   - ☐ A. Division 31 County Compliance Review
   - ☐ B. Licensing of foster providers
   - ☐ C. Investigations of alleged abuse/neglect in foster care
   - ☐ D. Foster Care Ombudsman
   - ☐ E. Child Death Review
   - ☐ F. Foster care eligibility audits
   - ☐ G. Case complaint investigations
   - ☐ H. State technical assistance to counties
   - ☐ I. Judicial Council reviews
   - ☐ J. Supervisor Case Staffing
   - ☐ K. Other: _____

   Which of the above do you believe are effective in ensuring quality services? (Check all that apply.)

   ☐ A. ☐ B. ☐ C. ☐ D. ☐ E. ☐ F. ☐ G. ☐ H. ☐ I. ☐ J.

7. Do you feel that your input (opinions/ideas/concerns) regarding the child welfare or foster care system are solicited and/or heard by the County or state?

   ☐ Never ☐ Sometimes ☐ Most of the time ☐ Always

8. If you have opinions, ideas or concerns regarding your local child welfare or foster care agency do you know who to contact?

   ☐ Yes ☐ No

9. Any other comments?

Thank you for your time and for your input!
θθθθ Please return this survey in the box provided ππππ

PIP Telephone Survey Script

This survey is a client satisfaction telephone survey that is currently being used as part of the State's federal Program Improvement Plan. It is provided here as an example of a possible survey. It is available to be used by counties.

Text in ALL CAPS will not be read to respondent.

Notes:

For Foster-PP case (1): Foster Parent/Caregiver-Permanent Placement
Foster-FR case (2): Foster Parent/Caregiver-Family Reunification
Birth Parent-FR case (5): Birth Parent-Family Reunification
Birth Parent-FM case (6): Birth Parent-Family Maintenance

Need to include in the base data file
- Phone number for interviewee
- System ID
- Name of child
- Name of target interviewee
- Relationship of interviewee to child
- Service component
- Placement (in-home Vs out-of-home care)

Start of Interview

SQHELLO. May I speak to _____(interviewee)?
IF NOT AVAILABLE: ASK FOR A CALL BACK TIME. STATE THAT YOU WANT TO KNOW A CONVENIENT TIME FOR ANSWERING AN IMPORTANT SURVEY]

IF INTERVIEWEE IS AVAILABLE:

Qintro1. Hello, my name is _____ and I'm calling on behalf of the California Department of Social Services from the Social and Behavioral Research Institute at California State University San Marcos. We recently sent a letter saying that you would be contacted by phone to participate in a survey we are conducting. The results of this survey will help improve the quality of life for children and parents receiving social services.

Qintro2. Your name was randomly chosen to participate in this study. If you choose to participate, all of your answers will be kept strictly confidential. Answers to the survey questions will not be shared with your social worker, and your participation will not affect the services you receive. Your answers will be used only in combination with other people who have participated in this survey.

QSERVVER. In the last year, have you had contact with a social worker from a county child welfare agency for ___(case child)?

IF YES:

TBEGIN1. I would like to ask you some questions about the services you received. This should take about 15 minutes.

TBEGIN2. I would like to let you know that your participation is voluntary and that you may end the call at any time. You may also choose not to answer any questions that make you feel uncomfortable.

May we begin?

IF NO:

QNOQUAL. Thank you for your time. We called this number in error.

Question: QVERBIR (For Birth Parents): Our records indicate that _____(case child) is currently in Foster Care. Is that correct?

FOR FM CASES: Our records indicate that _____(case child) is currently living with you. Is that correct?

1. YES, CONTINUE WITH INTERVIEW
2. NO, CASE CHILD IS LIVING WITH PARENT (SKIP TO QNOQUALV)

Question: QVERFOS (For Foster Parents): How long has ____(case child) been living with you?

1. LESS THAN ONE MONTH (SKIP TO QNOQUALV)
2. MORE THAN ONE MONTH-CONTINUE INTERVIEW
3. CHILD NO LONGER LIVING IN FOSTER HOME

Core/Background Questions

Question 1.1

For all parents and foster parents

What is your relationship to _____ (name of child)?

1. FOSTER MOTHER
2. FOSTER FATHER
3. RELATIVE CAREGIVER
4. BIRTH MOTHER
5. BIRTH FATHER
6. ADOPTIVE MOTHER
7. ADOPTIVE FATHER
8. GRANDPARENT
9. AUNT/UNCLE
10. LEGAL GUARDIAN

11. GROUP HOME COUNSELOR
12. OTHER_____

98. DON'T KNOW
99. REFUSED

Question 1.2
For all respondents (PP, FR, FM)
Question 1.2a
In the past two months, have you been visited by a social worker for _____(case child) for child welfare services?
0. NO [SKIP TO Q1.2b2]
1. YES
8. DON'T KNOW [SKIP TO Q1.2b2]
9. REFUSED [SKIP TO Q1.2b2]

Question 1.2b
In the past two months, how many times were you visited by ____ (case child's) social worker?
_____ TIMES
[SKIP TO Q1.3]

Question 1.2b2
IF NO:
In the past year, have you been visited by the social worker for _____(case child)?
0. NO
1. YES [SKIP TO Q1_3]
8. DON'T KNOW
9. REFUSED

Question 1.2b3
IF NO:
Since you answered that you have not been visited by the social worker for _____(case child) in the past year, is there another way you have contact with the social worker?
1. YES, PHONE CALLS
2. YES, MEET AT SOCIAL WORKER'S OFFICE
3. YES, MEET IN A PUBLIC PLACE
4. YES, BY LETTERS
5. CONTACTED BY OTHER AGENCY STAFF
6. NO, HAVE NOT BEEN CONTACTED BY SOCIAL WORKER YET
7. NO, NO CURRENT CONTACT
8. OTHER
9. NO MORE ANSWERS
10. DON'T KNOW

11. REFUSED

Question 1.3

Besides _____(case child), are there other children in your home?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

If foster parent (FR, PP)(1,2) Skip to Q1_4
If birth parent (FM) (6) Skip to Qschol

For Birth Parents FR (5)
Question 1.3c

How recently has _____(case child) visited with you? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year, or
5. No contact in over a year.

8. DON'T KNOW
9. REFUSED

For parents FM, FR (5,6)
Question Qschol

Is _____(case child) enrolled in or attending school?

1. YES
2. NO, TOO YOUNG
3. NO, GRADUATED.
4. NO, EXPELLED/SUSPENDED
5. NO, SHOULD HAVE BEEN GOING TO SCHOOL BUT WASN'T
6. NO, OTHER_____
8. DON'T KNOW
9. REFUSED

Parents (FR, FM)(5,6) Skip to T17:

For foster parent (FR, PP)(1,2):
Question 1.4

Does _____(case child) have any related brothers or sisters?

0. NO [SKIP TO Q1.4c]
1. YES
8. DON'T KNOW [SKIP TO Q1.4c]
9. REFUSED [SKIP TO Q1.4c]

Question 1.4a

IF YES:

Are any of these brothers or sisters living in your home with _____ (case child)?

0. NO
1. YES [SKIP TO Q1.4c]
8. DON'T KNOW
9. REFUSED

Question 1.4b

IF NO:

How recently has _____(case child) had contact with the brothers or sisters who live in other homes? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year, or
5. No contact in over a year.

8. DON'T KNOW
9. REFUSED

Question 1.4c

How recently has _____(case child) visited with his/her birth parents? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year, or
5. No contact in over a year.

8. DON'T KNOW
9. REFUSED

Primary Connections

Item 14: We will increase from the baseline survey by 3 percentage points the percentage of children whose primary connections – including extended family, friends, community, and racial heritage – are preserved by 6-30-05. Score: One point for each connection maintained. Possible range 1 to 5. Score of 3 or higher indicates successful preservation of primary connections. Reported measurement: Percent of cases with score of 3 or higher. Respondent: Foster parents (for children in PP and FR)

T14. Now I would like to ask you about _____ (case child's) schooling, his/her interaction with family and friends, and religious and cultural background.

For foster parent (PP or FR) (1,2) :

Question 14.1 a

Was _____(case child) enrolled in or attending school before coming to live with you?

1. YES
2. NO, TOO YOUNG [SKIP TO Q14.1B]
3. NO, GRADUATED. [SKIP TO Q14.1B]
4. NO, EXPELLED/SUSPENDED [SKIP TO Q14.1B]
5. NO, SHOULD HAVE BEEN GOING TO SCHOOL BUT WASN'T [SKIP TO Q14.1B]
6. NO, OTHER_____ [SKIP TO Q14.1B]
8. DON'T KNOW [SKIP TO Q14.1B]
9. REFUSED [SKIP TO Q14.1B]

Question 14.1a1

IF YES: Is ____ (case child) still enrolled in and attending the same school?

0. NO
1. YES [SKIP TO Q14.1b]
8. DON'T KNOW [SKIP TO Q14.1b]
9. REFUSED [SKIP TO Q14.1b]

Question 14.1a2

IF NO: What is the reason for changing to a new school?

1. PROMOTED TO THE NEXT GRADE, WHICH IS IN A DIFFERENT SCHOOL
2. STARTED A SPECIAL EDUCATION PROGRAM
3. CHANGE OF ADDRESS DUE TO NEW FOSTER CARE PLACEMENT
4. OTHER
8. DON'T KNOW
9. REFUSED

Question 14.1 b

What type of contact does _____(case child) have with extended family members such as grandparents, uncles, and aunts? [SELECT ALL THAT APPLY]

1. IN PERSON VISITS [SKIP TO Q14.1C]
2. PHONE CALLS [SKIP TO Q14.1C]
3. LETTERS OR EMAIL [SKIP TO Q14.1C]
4. DOES NOT HAVE ANY CONTACT

8. DON'T KNOW [SKIP TO Q14.1c]
9. REFUSED [SKIP TO Q14.1c]

Question 14.1b1

If Q14.1b =4: What is the main reason that_____(case child) might not get to see his or her grandparents, uncles, and aunts?

1. THEY LIVE TOO FAR AWAY
2. THERE ISN'T ENOUGH TIME
3. CHILD DOESN'T WANT TO
4. CONTACT IS PROHIBITED BY COURT ORDER
5. TRANSPORTATION IS TOO DIFFICULT
6. ADDRESS OR PHONE NUMBER NOT KNOWN
7. OTHER
8. DON'T KNOW
9. REFUSED

[IF Q14.1A=2, SKIP TO Q14.1d]

Question 14.1c

What type of contact does _____(case child) have with the friends that he/she had before coming to stay with you? [SELECT ALL THAT APPLY]

1. IN PERSON VISITS [SKIP TO Q14.1D]
2. PHONE CALLS [SKIP TO Q14.1D]
3. LETTERS OR EMAIL [SKIP TO Q14.1D]
4. DOES NOT HAVE ANY CONTACT

8. DON'T KNOW [SKIP TO Q14.1D]
9. REFUSED [SKIP TO Q14.1D]

Question 14.1c1

If Q14.1c =4: What is the main reason that _____(case child) might not get to see the friends he/she had before coming to stay with you?

1. THEY LIVE TOO FAR AWAY
2. THERE ISN'T ENOUGH TIME
3. CHILD DOESN'T WANT TO
4. CONTACT IS PROHIBITED BY COURT ORDER
5. TRANSPORTATION IS TOO DIFFICULT
6. ADDRESS OR PHONE NUMBER NOT KNOWN

7. OTHER
8. DON'T KNOW
9. REFUSED

Question 14.1d

Did _____(case child) attend religious services before coming to stay with you?

0. NO [SKIP TO Q14.1e]
1. YES
8. DON'T KNOW [SKIP TO Q14.1e]
9. REFUSED [SKIP TO Q14.1e]

Question 14.1d1

IF YES: In the past two months, has _____(case child) attended religious services in the same religious organization as before?

1. YES, ATTENDS SERVICES IN THE SAME RELIGIOUS ORGANIZATION
2. NO, DOESN'T ATTEND SERVICES
3. NO, BUT ATTENDS SERVICES IN MY (DIFFERENT) RELIGIOUS ORGANIZATION
8. DON'T KNOW
9. REFUSED

Question 14.1e

(IF CHILD IS SCHOOL-AGED)

In the past two months, has _____(case child) participated in sports or after-school activities?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

T14a. Now I would like to ask you a few questions about _____(case child)'s cultural background.

Question 14.1e1

Is the ethnicity of _____(case child) American Indian or Native American?

0. NO [SKIP TO Q14.1e2]
1. YES
8. DON'T KNOW [SKIP TO Q14.1e2]
9. REFUSED [SKIP TO Q14.1e2]

Question 14.1e1a

IF YES:

Is your home an American Indian or Native American home?

0. NO
1. YES
8. DON'T KNOW

9. REFUSED

Question 14.1e1b

How recently has _____(case child) visited with other families who are American Indian or Native American? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year, or
5. No contact in over a year
6. NEVER

8. DON'T KNOW
9. REFUSED

Question 14.1e1c

How recently has _____(case child) attended tribal events or ceremonies? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year, or
5. No attendance in over a year
6. NEVER

8. DON'T KNOW
9. REFUSED

[SKIP TO Q14.1f]

Question 14.1e2

IF NO [on Q14.1e1]:

What is the race or ethnic background of _____(case child)? [SELECT ALL THAT APPLY]

1. BLACK OR AFRICAN AMERICAN
2. ASIAN
3. PACIFIC ISLANDER
4. HISPANIC OR LATINO
5. WHITE
6. OTHER
8. DON'T KNOW [SKIP TO 14.1f]
9. REFUSED [SKIP TO 14.1f]

Question 14.1e2a

How recently has _____(case child) visited with people of his/her cultural background, race, or ethnicity? Would you say……

1. In the past month

2. In the past two months
3. In the past six months
4. In the past year, or
5. No visits in over a year
6. DAILY-CURRENT FAMILY HAS SAME BACKGROUND AS THE CHILD

8. DON'T KNOW
9. REFUSED

Question 14.1e2b

How recently has _____(case child) attended special events or classes related to his/her cultural background, race, or ethnicity? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. No attendance in over a year, or
6. Never

8. DON'T KNOW
9. REFUSED

Question 14.1f

What is the language that _____(case child) is most comfortable speaking?

1. ENGLISH [SKIP TO T17]
2. SPANISH
3. CHINESE

4. VIETNAMESE

5. FILIPINO
6. DOESN'T TALK YET, TOO YOUNG [SKIP TO T17]
7. OTHER
8. DON'T KNOW [SKIP TO T17]
9. REFUSED [SKIP TO T17]

Question 14.1f1

IF A LANGUAGE OTHER THAN ENGLISH:
Do you speak that language?

1. YES
2. SOME, SPEAK WELL ENOUGH TO COMMUNICATE
3. NO
8. DON'T KNOW
9. REFUSED

Question 14.1f2

Does _____(case child) have friends in the neighborhood who speak that language?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Assessment of adult/child needs

Item 17: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by 6-30-05.
Score: (1) Number of persons in each subgroup assessed divided by total number of household members identified by survey respondents. (2) Number of persons in subgroup who received at least one service divided by the number assessed.
(2) Of all persons who were assessed, the percentage who received services.
Reported measurement: (1) Percentage of children assessed. Percentage of parents assessed. Percentage of caregivers assessed. (2) Percentage of children who received services. Percentage of parents who received services. Percentage of caregivers who received services
Respondent: Parents and foster parents/caregivers for case child (FR, PP). Parents for case and other children, self and other adults in house (FM, FR).

For all respondents:

T17.

Now I would like to talk with you about how your social worker may have helped you and your family.

Question 17.1

How recently has a social worker talked with you about what _____(case child) might need? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never

8. DON'T KNOW
9. REFUSED

Question 17.2

Now I want to ask you about the current needs of _____ (case child). These could be things like: (randomly show 3 needs from child's needs list). What are _____ (case child's) current needs?

1. _____
2. _____
3. _____
4. NO MORE ANSWERS
5. NO NEEDS AT THIS TIME
6. DON'T KNOW
7. REFUSED

Question 17.4

What did your social worker do to help with Need # 1 (Pick all that apply)?

1. ARRANGED FOR MEDICAL OR DENTAL CARE
2. ARRANGED FOR MONEY TO BUY WHAT WE NEED
3. GOT CLOTHES OR OTHER THINGS
4. HELPED ARRANGE APPOINTMENTS
5. HELPED WITH TRANSPORTATION
6. ARRANGED THINGS AT SCHOOL
7. HELPED ARRANGE FOR LEGAL SERVICES
8. ARRANGED FOR A BUS OR OTHER TRANSPORTATION
9. ARRANGE CHILD CARE OR A PLACE TO STAY AFTER SCHOOL
10. ARRANGED FOR TUTORING
11. ARRANGED FOR MENTORING
12. ARRANGED FOR INDEPENDENT LIVING PROGRAM SERVICES
13. OTHER
14. NOTHING / DIDN'T HELP
15. NO MORE ANSWERS
16. DON'T KNOW
17. REFUSED

Question 17.5

What did your social worker do to help with Need # 2 ?

- [insert item number from services list]

Question 17.6

What did your social worker do to help with Need # 3?

- [insert item number from services list]

[Foster parent (PP, FR) (1,2) SKIP TO Q17.8a]

If Birth Parent (FR, FM) (5,6) and Q1.3 = 0,8,9, SKIP TO Q17_9a

For parents (FM, FR) (5,6) :

Question 17.7

How recently has a social worker talked with you about what the other children in the house might need? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO Q17.9a]

8. DON'T KNOW [SKIP TO Q17.9a]
9. REFUSED [SKIP TO Q17.9a]

Question 17.7a

IF YES:

Did your social worker help with plans or arrangements to take care of those needs?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

[SKIP TO Q17.9a]

For foster parent (PP, FR) (1,2)

Question 17.8 a

How recently has a social worker talked with you about what you might need so that you can take better care of _____ (case child)? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO T21]

8. DON'T KNOW [SKIP TO T21]
9. REFUSED [SKIP TO T21]

SKP to Q17NE

For parent (FM, FR) (5,6)

Question 17.9 a

How recently has a social worker talked with you about what you might need? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO Q17.14]

8. DON'T KNOW [SKIP TO Q17.14]
9. REFUSED [SKIP TO Q17.14]

T17NE

IF YES:

IF FOSTER PARENT PP, FR: Now I want to ask you what your current needs are so that you can take better care of _____ (case child).

IF PARENT FR, FM, SHOW: "Now I want to ask you what your current needs are.

Question 17NE

These could be things like: (randomly show 3 needs from PP, FR list) or (randomly show 3 needs from FR, FM list). Please tell me what your top three current needs are:"

1. _____
2. _____

3. _____
4. NO MORE ANSWERS
5. NO NEEDS AT THIS TIME
6. DON'T KNOW
7. REFUSED

Question 17N1, Q17N2, Q17N3

What type of help are you getting for Need # 1,2,3? (Pick one or more)

1. ANGER MANAGEMENT CLASSES
2. GETTING MORE CONFIDENCE IN MYSELF
3. ARRANGED VISITATIONS WITH MY KIDS
4. CHILD DEVELOPMENT CLASSES
5. COUNSELING FOR MYSELF
6. COUNSELING FOR MY CHILD
7. DOMESTIC VIOLENCE SHELTER
8. DRUG OR ALCOHOL TREATMENT
9. FOOD ASSISTANCE
10. HELP WITH LEGAL PROBLEMS
11. HELP WITH MY CHILD'S BEHAVIOR
12. HELP WITH HOUSING
13. HELP WITH IMMIGRATION ISSUES
14. INCOME, GETTING AID
15. JOB TRAINING
16. FINISHING SCHOOL
17. LEARNING TO READ
18. TEMPORARY CHILD CARE SO I CAN HAVE A BREAK (RESPITE)
19. PARENTING CLASSES
20. OTHER
21. NONE/NO HELP
22. NO MORE ANSWERS
23. DON'T KNOW
24. REFUSED

Question 17.13b

On a scale from zero to ten, where zero means "not at all helpful" and ten means "extremely helpful, how helpful would you say your social worker is in helping you with plans or arrangements to take care of your needs? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

For parents (FM, FR) (5,6):

Question 17.14

Is there another adult living in your home?

0. NO [SKIP TO T21]

1. YES
8. DON'T KNOW [SKIP TO T21]
9. REFUSED [SKIP TO T21]

Question 17.14a
IF YES:

How recently has a social worker talked with you about what those people might need? Would you say……
1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO T21]

8. DON'T KNOW [SKIP TO T21]
9. REFUSED [SKIP TO T21]

Question 17.14b
On a scale from zero to ten, where zero means "not at all helpful" and ten means "extremely helpful," how helpful would you say your social worker is in helping you with plans or arrangements to take care of the needs of the other adults? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Educational Needs

Item 21: We will increase from the baseline survey by 3 percentage points the percentage of children in the home, or in out-of-home placement, who were assessed and received services for educational needs by 6-30-05.
Score: (1) Number of case children assessed for educational needs divided by total number of case children. (2) Number of case children who received educational services divided by total number assessed.
Reported measurement: (1) Percentage of case children assessed for educational needs. (2) Percentage of children who received educational services.
Respondent: Parents and foster parents/caregivers (FM, FR, PP).

[IF Q14.1A=2,3 Foster parents (PP, FR) (1,2) SKIP TO T23, For parents (FM, FR) (5,6) SKIP TO Q21.3], For parents (FM, FR) (5,6) with no children, SKIP TO T23]

T21. I would like to talk with you more about the school needs of _____ (case child).

Question 21.1

How recently has a social worker talked with you about how _____ (case child) is doing at school? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never

8. DON'T KNOW
9. REFUSED

Question 21.2

Did _____(case child) have any problems at school during the past school year?

0. NO [IF (parents FM, FR) SKIP TO Q21.3, IF foster (PP, FR) SKIP TO T23]

1. YES
8. DON'T KNOW [IF (parents FM, FR) SKIP TO Q21.3, IF foster (PP, FR) SKIP TO T23]
9. REFUSED [IF (parents FM, FR) SKIP TO Q21.3, IF foster (PP, FR) SKIP TO T23]

Question 21.2a

IF YES: What kind of problems did ___(case child) have at school? (Check all that apply)

1. MISSING A LOT OF SCHOOL BECAUSE OF SICKNESS
2. MISSING SCHOOL FOR OTHER REASONS

3. SUSPENDED
4. EXPELLED
5. BEING BULLIED
6. HAVING PROBLEMS GETTING ALONG WITH OTHER CHILDREN
7. LEARNING DISABILITY
8. BAD BEHAVIOR IN SCHOOL
9. LOW GRADES
10. **HELD BACK FOR A YEAR**
11. OTHER
12. NO MORE ANSWERS
13. DON'T KNOW
14. REFUSED

Question 21.2b

Which of the following describes the amount of help you received for these problems? Would you say you received…..

1. All of the help you needed
2. Some of the help you needed, or
3. None of the help you needed [SKIP TO Q21.3 if FM,FR or T23 if PP,FR]

8. DON'T KNOW [SKIP TO Q21.3 if FM,FR or T23 if PP,FR]
9. REFUSED [SKIP TO Q21.3 if FM,FR or T23 if PP,FR]

Question 21.2c

IF YES:

What kind of help did you get for __ (case child) for his/her school problems?

1. MEETING WITH THE TEACHER/PRINCIPAL
2. TUTORING
3. HELP WITH LEARNING ENGLISH
4. GOT THE SCHOOL TO DO SPECIAL TESTS
5. GOT THE SCHOOL TO ARRANGE SPECIAL CLASSES
6. SET UP MEETINGS FOR AN IEP/INDIVIDUAL EDUCATION PLAN
7. GOT CHILD INTO SPECIAL EDUCATION PROGRAM
8. HELPED CHILD TRANSFER TO A SPECIAL SCHOOL
9. COUNSELING
10. MADE A REFERRAL TO REGIONAL CENTER
11. OTHER
12. NO MORE ANSWERS
13. DON'T KNOW
14. REFUSED

[SKIP Foster parents (PP, FR) (1,2) to T23]

For parents (FM, FR) (5,6):

(IF Q1.3 =0, SKIP to T23)

Question 21.3

How recently has a social worker talked with you about how the other children in your home are doing at school? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO T23]
7. OTHER CHILDREN NOT SCHOOL-AGED [SKIP TO T23]

8. DON'T KNOW [SKIP TO T23]
9. REFUSED [SKIP TO T23]

Question 21.3a

On a scale from zero to ten, where zero means "not at all helpful" and ten means "extremely helpful", how helpful would you say your social worker is in helping you with plans or arrangements to take care of the school needs of the other children? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

[SKIP TO T23]

Mental Health Needs

Item 23: We will increase from the baseline survey by 3 percentage points the percentage of children in the home, or in out-of-home placement, who were assessed and received services for mental health needs by 6-30-05.
Score: (1) Number of case children assessed for mental health needs divided by total number of case children. (2) Number of case children who received mental health services divided by total number assessed.
Reported measurement: (1) Percentage of case children assessed for mental health needs. (2) Percentage of children who received mental health services.
Respondent: Parents and foster parents/caregivers (FM, FR, PP).

T23. Now I would like to talk with you more about the mental health, behavioral, and learning needs of _____ (case child). (IF parents FM, FR (5,6) skip to Q23.2)

For foster parents (PP, FR) (1,2)

Question 23.1

At the time _____(case child) entered foster care, were you aware if there was a mental health screening to assess his/her mental health needs?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

For all respondents (FR, FM, PP)

Question 23.2

In the past six months, has _____(case child) had mood swings or out-of-control behavior?

0. NO
1. YES
7. RESPONDENT SAYS CHILD IS TOO YOUNG/INFANT
8. DON'T KNOW
9. REFUSED

Question 23.2a

In the past six months, has _____(case child) had trouble with speech, coordination, learning new things, or interacting with people?

0. NO
1. YES
7. RESPONDENT SAYS CHILD IS TOO YOUNG/INFANT
8. DON'T KNOW
9. REFUSED

[IF 0,8,9 for both Q23.2 and Q23.2a, or if Q23.2a = 7, parents FM, FR (5,6) SKIP TO Q23.a5, foster parent, PP, FR (1,2) SKIP TO T20]

Question 23.3

IF YES: What types of mental health, behavioral, and learning problems has _____(case child) had? [SELECT ALL THAT APPLY]

1. ANGER OR TEMPER
2. OFTEN SAD OR DEPRESSED
3. SUICIDAL
4. CAN'T CONCENTRATE
5. CAN'T SIT STILL
6. GETS INTO FIGHTS
7. HURTS OTHER PEOPLE
8. HURTS HIM/HERSELF
9. DRUG PROBLEMS
10. ALCOHOL PROBLEMS
11. EATS TOO MUCH/ IS OVERWEIGHT
12. WON'T EAT/IS TOO THIN
13. SLEEPING PROBLEM
14. RUNS AWAY(from home?)
15. HAS SEIZURES/ EPILEPSY
16. MENTAL RETARDATION/CEREBRAL PALSY/AUTISM
17. IS SLOW TO LEARN
18. IS SLOW PHYSICALLY (WALKING/COORDINATION)
19. IS SLOW TO TALK/HAS SPEECH DIFFICULTIES
20. DOESN'T LIKE TOUCH BY/CLOSE TO OTHERS
21. SLOW LEARNING TO EAT/CLOTHE/USE TOILET
22. OTHER
23. NONE/DOES NOT HAVE ANY PROBLEMS
24. NO MORE ANSWERS
25. DON'T KNOW
26. REFUSED

IF (Q23_2 =0,8,9) SKP to Q23_3b

Question 23.3a

How recently has a social worker talked with you about whether _____(case child) has mood swings or out-of-control behavior? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never

8. DON'T KNOW
9. REFUSED

IF (Q23_2a = 0,8,9) SKP over Q23.3b

Question 23.3b

How recently has a social worker talked with you about whether _____(case child) has trouble with speech, coordination, learning new things, or interacting with people? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never

8. DON'T KNOW
9. REFUSED

[IF 6,8,9 for both Q23.3a and Q23.3b, parents FM, FR (5,6) SKIP TO Q23.a5, parents FM, FR (5,6) with no children SKIP TO T20, foster parent, PP, FR (1,2) SKIP TO T20]

Question 23.4

What kinds of help did your social worker provide for these difficulties? [SELECT ALL THAT APPLY]

1. GOT COUNSELING FOR THE CHILD
2. GOT TESTS BY A DOCTOR/MEDICAL DIAGNOSIS
3. HELPED ME GET MEDICINE FOR PROBLEM
4. ARRANGED FOR COUNSELING FOR SELF
5. TRAINING/PARENTING SKILLS TO MODIFY CHILD'S BEHAVIOR
6. TRAINING/PARENTING SKILLS TO HELP ME COPE…
7. MADE A REFERRAL TO REGIONAL CENTER
8. GOT DEVELOPMENTAL TESTS
9. OTHER
10. NO HELP
11. NO MORE ANSWERS
12. DON'T KNOW
13. REFUSED

(If PP, FR (1,2) skip to T20)
(IF Q1.3 =0, SKIP to T20)
For parents FM, FR (5,6):

Question 23.a5

In the past six months, have your other children had mood swings or out-of-control behavior?

0. NO
1. YES
8. DON'T KNOW

9. REFUSED

Question 23.5

How recently has a social worker talked with you about whether your other children had mood swings or out-of-control behavior? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO T20]

8. DON'T KNOW [SKIP TO T20]
9. REFUSED [SKIP TO T20]

Question 23.5a

IF YES:

Did your social worker help with plans or arrangements to take care of those moods or behavior problems?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Social Worker Visits, Frequency, Usefulness for Safety, Usefulness for Case Planning

Item 20: (1) We will increase the compliance by workers with planned parent visit schedules from the baseline by four percentage points by 6-30-05.
(2) We will increase from the baseline survey by 3 percentage of parents whose ability to safely parent the in-home child was promoted/assisted by the social work visits by 6-30-05.
3) We will increase from the baseline survey by 3 percentage of parents whose ability to meet their case plan goal was promoted/assisted by the social work visits by 6-30-05.
Score: (1) Using Questions 20.1 and 20.2: First, Assign value=1 if frequency of visits is equal to or greater than planned visits, value=0 if frequency is less or response is "no schedule, never, don't know" to either item. Second, divide number of respondents with value=1 by total respondents who were asked; (2) Number of parents responding yes to "social worker helped" divided by number of parents who were asked. (3) Number of parents responding yes to "Case plan" divided by number of parents who were asked.
Reported measurement: From survey (1) Percentage of parents who receive at least the planned number of visits. From survey, percentage of parents who say social worker helped them to (2) be a better parent, (3) meet plan goals.
Respondent: For (1) all parents and foster parents. For (2), (3) only parents (FM, FR)

T20. Now I would like to talk with you more about your visits with the social worker for _____ (case child).

For all respondents:

Question 20.1

How often is the social worker for _____(case child) supposed to visit you?

1. Once a week
2. Once every two weeks
3. Once a month
4. Once every two months
5. Once every six months
6. THERE IS NO SCHEDULE
7. NEVER
8. OTHER
9. DON'T KNOW
10. REFUSED

Question 20.2

How often does this social worker actually visit you?

1. Once a week
2. Once every two weeks
3. Once a month
4. Once every two months
5. Once every six months
6. THERE IS NO SCHEDULE
7. NEVER
8. OTHER

9. DON'T KNOW
10. REFUSED

[IF foster parents PP, FR (1,2) SKIP TO Q18.10]
[IF parents FM (6) SKIP TO Q20.8]

For FR Parents (5):

Question 20.3

How recently has a social worker talked with you during a visit about what you need to do to get your kids back? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO Q20.6]

8. DON'T KNOW [SKIP TO Q20.6]
9. REFUSED [SKIP TO Q20.6]

Question 20.4

IF YES:

On a scale of zero to ten where zero means "not at all helpful" and ten means "extremely helpful", how helpful were your visits with the social worker in terms of helping you understand what needs to be done to get your kids back? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Question 20.5

IF YES: On a scale from zero to ten, where zero means "not at all well" and ten means "extremely well," how well would you say the number of visits from your social worker meets your needs? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Item 20 (3)

Question 20.6

How recently has a social worker talked with you during a visit to plan some services so you could get your kids back? Would you say……

1. In the past month
2. In the past two months
3. In the past six months

4. In the past year
5. More than a year, or
6. Never [SKIP TO T18]

8. DON'T KNOW [SKIP TO T18]
9. REFUSED [SKIP TO T18]

Question 20.7

IF YES: On a scale from zero to ten, where zero means "not at all well" and ten means "extremely well," how well would you say your social worker helped you do the things that were planned? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

[SKIP TO T18]

For FM (parents) (6)

Item 20 (2)

Question 20.8

How recently has a social worker talked with you during a visit about how to safely care for your children at home? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO Q20.11]

8. DON'T KNOW [SKIP TO Q20.11]
9. REFUSED [SKIP TO Q20.11]

Question 20.9

IF YES:

On a scale of zero to ten where zero means "not at all helpful" and ten means "extremely helpful", how helpful were your visits with the social worker in terms of helping you understand what needs to be done in order to safely care for your children? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Question 20.10

IF YES: On a scale from zero to ten, where zero means "not at all well" and ten means "extremely well," how well would you say your social worker is meeting your needs in terms of safely caring for your children at home? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Item 20 (3)

Question 20.11

How recently has a social worker talked with you to plan some services to safely care for your children at home? Would you say……

1. In the past month
2. In the past two months
3. In the past six months
4. In the past year
5. More than a year, or
6. Never [SKIP TO T18]

8. DON'T KNOW [SKIP TO T18]
9. REFUSED [SKIP TO T18]

Question 20.12

IF YES: On a scale from zero to ten, where zero means "not at all well" and ten means "extremely well," how well would you say your social worker helped you do the things that were planned? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Case Planning & Involvement

Item 18: We will increase from the baseline survey by 3 percentage points the percentage of children, parents, and caregivers involved in case planning.
Score: (FM) Of cases with social worker discussion of case plan, number of responses of (a) "myself" and (b) both "myself" and "child" to question about who talked with social worker.
(FR-parent respondent) Of cases with social worker discussion of case plan, number of responses of (a) "myself" to question about who talked with social worker.
(PP—foster parent/caregiver respondent) Of cases with social worker discussion of case plan, number of responses of (a) "myself" and (b) both "myself" and "child" to question about who talked with social worker.
Reported measurement: (FM) Percent of cases with discussion with (a) parent and (b) child and parent.
(FR—parent respondent) Percent of cases with discussion with (a) parent.
(PP—foster parent) Of cases with social worker discussion of case plan, number of responses of (a) "myself" and (b) both "myself" and "child" to question about who talked with social worker.
Respondent: See above

T18. Now I would like to talk with you more about how the social worker helped you decide what services you need.

For parents (FR and FM) (5,6)

Question 18.1

Besides the social worker, was anyone else in your life involved in helping you decide what services you need? (Check all that apply)

1. NO, SOCIAL WORKER ONLY TALKED WITH ME
2. _____(CASE CHILD)
3. MY HUSBAND/WIFE/BOYFRIEND/GIRLFRIEND
4. OTHER RELATIVE OR FRIEND
5. OTHER
6. NO MORE ANSWERS
7. DON'T KNOW
8. REFUSED

Question 18.2

Did the social worker talk with you about what services you think are needed?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Question 18.3

Did the social worker write down a plan for services that are needed?

0. NO [SKIP TO Q18.6]

1. YES
8. DON'T KNOW [SKIP TO Q18.6]
9. REFUSED [SKIP TO Q18.6]

Question 18.4

Did the social worker include the services you asked for?

0. NO
1. YES
7. RESPONDENT STATES HE/SHE DID NOT ASK FOR ANY SERVICES
8. DON'T KNOW
9. REFUSED

Question 18.5

Do you have a copy of the plan?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Question 18.6

Did the social worker talk with your child(ren) about what they think is needed?

0. NO [SKIP TO Q18.8]
1. YES
8. DON'T KNOW [SKIP TO Q18.8]
9. REFUSED [SKIP TO Q18.8]

IF (Q18_3 = 0, 8, 9) Skip to Tclose

Question 18.7

Did the social worker include the services the children asked for?

0. NO
1. YES
7. RESPONDENT STATES HE/SHE DID NOT ASK FOR ANY SERVICES
8. DON'T KNOW
9. REFUSED

Question 18.8

Did the social worker involve you when making changes to the plan?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Question 18.9

Did the social worker involve your child(ren) when making changes to the plan?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

[SKIP TO TClose.]

For foster parents (FR and PP) (1,2)

Question 18.10

Do you have a copy of _____'s (case child's) case plan?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Question 18.11

Do you have the information you need to take care of _____ (case child)?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Question 18.12

Do you have the contact information you need to make arrangements for visits with _____ (case child's) parents, brothers, sisters, or other family members?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Question 18.13

Does the social worker ask you what you need to care for _____ (case child)?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Question 18.14

Does the social worker listen to your suggestions about what services _____ (case child) needs?

0. NO
1. YES
8. DON'T KNOW
9. REFUSED

Closing

TClose. Now I would like to ask you a few final questions before we end the survey.

Qclos1. On a scale from zero to ten, where zero means "not at all well" and ten means "extremely well," how well would you say the child welfare system is recognizing and meeting the needs of _____ (case child)? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Qclos2. On a scale from zero to ten, where zero means "not at all well" and ten means "extremely well", how well would you say this survey covered the important issues you face with _____(case child)? [SCALE 0-10]

_____ RATING

98. DON'T KNOW
99. REFUSED

Qclos3. And finally, if you could choose one thing that could be done for _____(case child) to improve his/her life, what would that be? _____[OPENEND QUESTION]

QCOM. Do you have any comments you would like to add about the subjects we have covered today?

TCLOSE2. Those are all the questions I have for you. The information you have provided is confidential and won't be shared with your social worker. It will be used to help us improve child welfare services in California.

QEND. Thank you very much for participating in this study. Goodbye.

F5 HELP: If you think of a question later and would like to talk with someone about the survey, you may call Lois VanBeers at 916-654-1792. If you want to talk with someone about your case, you should call your social worker. You may also call the State's Foster Care Ombudsman Office using this toll free number: 1-877-846-1602.

Attachment D

California Child Welfare Outcomes and Accountability System

Peer Quality Case Review
Overview of Process and Tools

For Child Welfare Services Cases

INTRODUCTION

The Peer Quality Case Review (PQCR) subcommittee consists of nineteen members who are county employees, California Department of Social Services (CDSS) staff and participants from the Regional Training Academies. This subcommittee has been meeting bi-weekly since July 2, 2003, to formulate the PQCR framework as to how the process will become operational as the work begins with the counties. The subcommittee identified six deliverables which set the framework of the PQCR process.

The deliverables are:

I. Review Cycle and Sample Size
II. Role Expectation, Logistics and Team Composition
III. Review Tools
   - Onsite Case Review Tool
   - Social Worker Interview Tool
   - Supervisor Focus Group/Interview Tool
IV. Outcome Report for Host County
V. PQCR Training Activities and Team Preparation
VI. Framework for Continued/Periodic Evaluation of Process

Overview:

All counties will undertake a complete review including a Peer Quality Case Review every three years. Information gathered from the County Self-Assessment and PQCR shall be used to inform every County's System Improvement Plan (SIP). However, due to constraints during implementation, it is likely that approximately two-thirds of the counties will have to submit their SIP's without having first undergone a PQCR. In these counties, the PQCR will follow in the later cycle.

Purpose:

The purpose of the Peer Quality Case Review (PQCR) is to learn, through intensive examination of County child welfare practice, how to improve child welfare services and practices in California, both in the participating County and in other jurisdictions as well. Without relying on the PQCR as a vehicle for validating the quantitative data, the PQCR should provide another layer of information. Specifically, the PQCR will be another mechanism for understanding the key to the child welfare system: social worker practice. While the quantitative data provides integral, population-based information, the PQCR will provide a rich and deep understanding of actual practices in the field. In addition, the PQCR goes beyond the County Self-Assessment by bringing in outside expertise, including County peers, to help shed light on the strengths and weaknesses of County child welfare services delivery system and social work practices. The PQCR, along with the Self-Assessment, should inform the development and revision of County System Improvement Plans.

All counties – not simply those with the most need for improvement – participate in the PQCR. The PQCR is not intended to be a punitive measure, but an opportunity for every County to benefit from this additional source of information. Moreover, the State has much to learn from PQCR's in Counties with positive outcomes.

Elements:

The PQCR team will analyze a variety of data sources, starting with the information gathered during the County's Self-Assessment, to better understand services delivered to children and their families. In addition to information from the Self-Assessment, reviews will involve collection of other data deemed necessary by the review team, such as stakeholder focus groups. All reviews will involve structured case reviews with case carrying social workers. As necessary, the review team may examine systemic factors, including those identified as part of the Self-Assessment. Peer review teams will include State staff, County peer staff and staff from the County being reviewed.

Premises:

- PQCR is a State/County Partnership: it is not done "to" counties; it is done "with" counties.

- PQCR is an extension of the county's Self-Assessment process and guided by questions raised by analysis of outcome data and systemic factors.

- PQCR is an in-depth, <u>qualitative</u> problem analysis of social work practice by social work professionals, intended to examine and explore actual practice.

- PQCR is systemic and based on social work principles, using an interactive process with workers.

- PQCR is a non punitive, supportive opportunity for the agency workers to freely and honestly provide their insight and practice wisdom toward system improvement.

    - Results will be presented in the aggregate. No worker will be singled out for "failures" in a specific case.
    - The process is intended to build the capacity of agency staff in case presentations and self-examination of practice beliefs/trends.

- PQCR uses peers from other counties to promote the exchange of best practices and cross-fertilization of ideas within the host county and to peer county reviewers.

- The goal of the PQCR is to analyze practice as it relates to a specific area of focus, identify key patterns of agency strengths and concerns, and arrive at a team consensus, and report team findings and recommendations on improving practice in the focused area to the host county.

- Unlike the federal CSFR Case Review, the California PQCR:
    - will consist of a case record review and an interactive, structured interview with the case carrying social worker,
    - will have certain core elements of practice reviewed in every case, while focusing on a targeted practice issue of particular concern to the county.
    - will not result in quantifiable results,
    - will not determine pass/fail measures,
    - will not attempt a comprehensive assessment of all components of the county's child welfare practice for each reviewed case, and
    - will not require in-person interviews of all case participants, given time and resources constraints.

Process:

Peer Quality Case Reviews are part of a complete review and are to be used to inform the System Improvement Plan. The PQCR focuses specifically on service delivery practice issues that are relevant to the outcomes that the review seeks to help the County improve. CDSS will inform Counties when it is to undergo a PQCR and will lead the review process. Steps in the review process include the following:

1. **General Preparation/Focus of Review.** The CDSS provides a copy of the county's self-assessment, if available, so the team members can identify the study areas and establish the criteria for targeted data collection.

2. **PQCR Team Training and preparation.** The team members are prepared for the review in order to differentiate roles, review the purpose, and familiarize members with the review instruments. Team members review relevant data, including the outcome data, process measures, surveys findings, and any other data relevant to the task. Based on this review, keeping in mind time and resource constraints.

3. **Case Selection.** The selection of the target area for practice review will be done by the county in consultation with CDSS. The county, in consultation with and using the assistance of CDSS, will select a sample of targeted cases for the review. The sample will pull cases to reflect the population based data and measured outcomes, rather than a random sample.

4. **Collection and Review of Additional Data.** The team collects any additional needed data (e.g., targeted worker or client surveys, key stakeholder interviews, and focus group data) given time and resources constraints. All reviews will include conducting peer quality case reviews with case-carrying child welfare workers. These cases will be chosen to best collect information about practice issues that are relevant to the outcomes of concern in the County, including perceived gaps in services.

5. **Exit Interview.** The PQCR concludes with an exit interview with the host county that offers an objective summary of the team's findings. The exit interview (and report) should reference outcome indicators, established quality indicators, and differentiate between program strengths and areas needing improvement.

6. **Written Report.** Prepared by the CDSS and County Co-Chair, the PQCR report summarizes findings (outcomes in the context of program strengths and areas needing improvement) and proposes a clear set of recommendations that can be used to inform the county's SIP.

Deliverable I: Review Cycle and Sample Size:

The initial review cycle includes the receipt and analysis of the County's data report describing its demographics, child welfare population and its baseline outcome indicators for each measure. Each County reviews its data in collaboration with its community partners in the Self-Assessment process. Based on the data analysis and examination of systemic factors, an area of practice concern is identified for the focus of each County's PQCR.

A. Initial Review Cycle, Jan `04 thru Dec. `06:

1. Underlying Cost/Logistical Constraints:

   The on-site PQCR envisions the creation of a Review Team comprised of State DSS staff, neighboring counties' peer reviewers and host county staff working collaboratively on-site in the host county. This requires time away from regular duties for state, neighboring counties and host county staff and travel/hotel costs for state/neighboring counties' staff.

   These travel costs and logistics as well as staffing impact will, to a large measure, dictate the parameters of the on-site review. Therefore, as a place to start, we suggest each on-site review be contained within a 5 day working week:

   - Travel time: ½ day Monday
   - Team Orientation to County; overview of case files/form; Monday afternoon.
   - Mini-Teams conduct individual case reads/structured worker interviews and the supervisor focus group. Three days – Tuesday through Thursday.
   - Report out of Findings to Host County Management Team: Friday morning.
   - Travel time: ½ day Friday.

2. All Counties Will Have PQCR Once During Each Three Year Cycle:

   - 58 counties divided by 3 years equals 19 counties for 2 years and one year at 20 counties.
   - At a minimum, each PQCR requires two weeks of staff time: one week of prep time to prepare cases/schedule worker interviews/plan orientation and one week on-site. 52 weeks per year divided by

     Considerations:

     - While it may be optimal for more PQCR's to be completed in the first or second year of the Review Cycle in order to impact improvements in the county Systems Improvement Plan (SIP) it may not be possible for DSS staff to participate in any more than 20 per year, given current constraints.

3. Small County Issue: A Regional Approach to PQCR may be Optimum for Neighboring Small Counties.

   Example: 3 small counties combine efforts at a central location, forming 3 sub review teams reading each other's cases. Disadvantage: Workers may have to travel out of county for review interview. Advantage: State and peer county prep and travel efforts can be consolidated. Small counties may benefit from more immediate interaction with neighbor's best practices.

4. Trigger for PQCR is County Self Assessment's Identification of a Practice Issue Needing In-Depth Analysis:

   - Suggested Process:

     - County receives its Quarterly Data Report of Federal and State Enriched Measures, data as of Jan. `04 and each quarter thereafter.
     - County reviews and analyzes its data within the context of the overall Self-Assessment, with a particular focus on high priority practice concerns: high priority meaning an area where the county's performance is below average, or is otherwise a focus of concern for the community. Jan `04 to June `04.
     - County describes in its written Self-Assessment report the practice area or areas it has selected, justified by the data, for its PQCR focus. June `04.
     - County describes in its SIP how it plans to incorporate the findings from its PQCR into its improvement of that focused area. July – Sept. `04.
     - State reviews and concurs with focus area for PQCR; if not, dispute resolution process commences until agreement reached.
     - County participates in on-site PQCR; analyzes findings.
     - County amends/updates its SIP based on PQCR findings.
     - County monitors for improvements based on implementation of applicable PQCR findings.
     - At end of 3 year cycle, the Self Assessment (SA), PQCR, SIP cycle is repeated in a continuous process of improvement building on baselines, projections, monitoring, and quarterly data updates.

Considerations:

- *The ideal sequence is for the PQCR to be scheduled after the county has completed its SA process, in order to reach community consensus on the most pressing area of practice focus*

5. First Cycle of Review will necessitate most counties having its PQCR out of optimal sequence.

- Some counties will have PQCR before having completed their SA and will have to select their area of focus based on raw, less analyzed data.
- Some counties will not have PQCR until late in the second year or in the third year, and will have less time to impact improvement in that area of focus.

Administrative Considerations:

The initial rollout order of the PQCR will not be optimal for most counties. The first rollout order will not dictate the rollout order for the Second Review Cycle. That is, if county X was 3rd in the first cycle, it need not be 3rd in the second cycle. Other criteria may guide the rollout of the second cycle.

Considerations:

The disadvantages to the first cycle (being done before the SA or being done after the SIP is started) are offset in the second cycle. By the second cycle, all counties will have had a SA, PQCR and SIP and are getting quarterly updates of their data, so that they are much more knowledgeable of their strengths and areas needing improvements.

6. Second Review Cycle can sequence the scheduling of the PQCR for its year one, two, or three based on lessons learned from the First Review Cycle.

- Second sequencing can take into account more regional, geographic and logistical planning needs.
- Sequencing can build on information learned about high priority areas of practice focus.

- Sequencing can build on lessons learned from counties having best practices, so peers can be selected from those counties. We may learn that the PQCR process is not effective or efficient for analyses of some practice areas and even if a county is a "high priority" for the practice focus, that focus may not be appropriate for sequence consideration.

7. Sequencing of the First Review Cycle, (since not Optimal for SIP's) can be more based on Logistics.

   - Establishment of the first Review Cycle sequence will be a combination of data priorities, logistics, and county capacity to host the PQCR.
   - "Road Testing" and modification of the PQCR process will be a component of the first year rollout. The process will be refined, tweaked and improved by the second year of the first cycle.
   - Counties will have the opportunity to volunteer for their place in the sequence of the 1st review cycle, considering county impact, costs and workload of hosting a PQCR.
   - However, some counties may have critical needs for an early PQCR that override other sequence logistics. For example, their data may show a clear high priority area of focus therefore moving them toward the front of the rollout.
   - Sequencing needs to consider the demands on county staff of both freeing up staff to travel as peers and being a host county. Example: if county X just sent 3 staff to county Y as peer reviewers in Month A, it should not be scheduled to be a host county as well in Month B.
   - The size of the host county may impact sequencing in terms of amassing sufficient reviewers. At a minimum, the review team should consist of one person from the host county and one peer reviewer from another county. The total number of reviewers can range from 2 to 20 depending on the number of reviewers needed to read/interview a representative number of cases.

8. Criteria For Selection of Area of Practice Focus:

   - The county will complete sufficient data analysis to establish that the "high priority" concern is not derived from missing or erroneous data, and can be resolved by data cleanup efforts.
   - The area of practice focus should be a priority for its community as well as the county agency.
   - Considering the costs and efforts involved in hosting the PQCR, the area of focus needs to be one the county can get the most "bang for the buck".
   - The area of focus should not be an area the county has already analyzed as correctable by a specific system modification, better enforcement, etc.

- The area of practice focus should be an area most suitable for an in-depth, qualitative examination of social worker application of practice in the field.
- Counties may have multiple priorities that all seem suitable for PQCR. Given the time/resources restraints, the county, community and DSS may need to negotiate which priorities are most critical and best suited to problem resolution via the PQCR exploration.

Considerations:

A county may want road test the feasibility of using more than one practice focus for its PQCR. A county could road test if several practice foci could be reviewed at the same time.

Administrative Concern: Would that reduce the overall number of cases reviewed because time per case is increased?

- Would the attempt to cover more than one area dilute the quality of the analysis?
- Or could practice areas be selected that clearly overlap, so that the same cases could be reviewed for both practice areas?

B. Sample Size and Selection:

The sample size for PQCR needs to be driven and supported by the goals and objectives of the PQCR process.

1. Overview, Qualitative, Not Quantitative:

   Quantifiable results are not the purpose of the PQCR. Therefore, sample for the PQCR will not be statistically valid.

   Sample size is critical if the goal of the sample is to select a representative number of cases that is statistically valid for the entire population. The purpose of drawing a representative sample is to be able to extrapolate the findings of the examination of the sample to the entire population. The sample must be of sufficient quantity and randomness to represent the whole.

   However, the time, costs and staffing impact of any interactive, on-site case practice review, by its inherent nature, limits the number of cases that can be reviewed by an on-site team.

2. The critical concern for sample selection is the caseload size of the area of focus.

- The county's entire caseload may not need to be sampled based on the area of focus. For example, if the data and the SA process lead the agency, community and state to agree on the focus of reducing the number of younger children with a permanent plan of Long Term Foster Care (LTFC) then the population to be sampled is that county's Permanency Placement caseload.

3. The number of cases a team reviews is a balance between the number of cases in that county's area of focus population and the number of team reviewers available for that county.

   - The range of cases in the focus population per county can range from a handful to several thousand, with LA always the outlier.
   - Realistically speaking, each team of 2 to 3 reviewers can read/interview about 4 to 6 cases per day. If they are on-site actively reviewing for 3 of the days, this means a team can complete a total of 12 to 16 cases. If staffing allows, the entire Review Team can be larger, say with 15 to 20 persons, that are divided into individual teams of 2 to 3 persons each, for a total of 7 to 10 teams. If each individual team reads/interviews concurrently (requiring a masterly command of scheduling by the host county!), then the number of reviewed cases can grow to 84 to 112 cases by 7 teams or 120 to 160 cases by 10 teams.
   - The number of cases reviewed must be also factored by the number of social workers pulled from the line at any one time for the scheduled interview, given other workload demands and caseload crisis coverage.

4. Case Selection Sample Formula:

   - The maximum number of cases to be selected for PQCR depends on three factors: the number of review teams, the maximum number of cases that can be reviewed per day by each team, and the number of days available for review. Examples: 1 team x 4 cases per day x 3 days = 12 cases; 2 teams x 5 cases per day x 3 days = 30 cases.

5. Other Criteria to Consider in Sample Selection:

   Some other considerations may need to be factored in the definition of the population to be sampled.

   - Has the case been receiving services for an appropriate time for that area of focus? Example: If the area of focus is adequacy of substance abuse treatment services for FR parents, cases opened less than 2 months may not have had any services delivered that can be evaluated.

- Has the assigned worker had the case a sufficient amount of time to engage the family? Example: If the case was just transferred from another county and assigned less than one month ago, the worker may have had little time to assess.
- If the county has more than one area of focus, can a common population be identified to draw a sample that meets the needs of both focus areas? Example: County identifies focus areas of increase in group home placements and decline in number of approvable relative homes. Sample can be of all children placed in OHC in last 6 months.
- Counties who do not have staff trained in drawing samples from Child Welfare Services Case Management System (CWS/CMS) may consult with CDSS' Research and Development Division (RADD) for technical assistance.

II. Role Expectation, Logistics and Team Composition:

A. Role expectations for team reviewers

1. Role of State and Host County Co-Chairs:
   - Ensure Team is knowledgeable in required areas.
   - Jointly agree upon the area of practice focus for review as selected by the host county.
   - Schedule Pre-Site Conference Call with Reviewers.
   - Assignment of reviewers to individual review teams of 2 to 3 members each.
   - Review Expectations with Reviewers.
   - Ensure smooth operation of the process within the Team and within the County.
   - Resolve any disputes and develop Team consensus on findings.
   - Present findings to host county management at exit interview.
   - Prepare Outcome Report.

2. Time commitments:
   Team reviewers will be expected to allocate time for the following activities:
   - Pre-Site Visit Activities
     - Participate in Team PQCR training and conference call with Co-Chairs.
     - Review cases online, when available, using case review tool. Host county to provide countywide read only CWS/CMS access to Team members. If a case is in Adoptions, reviewers may need additional viewing rights.
     - Review Host County Self Assessment and SIP, if completed by Host County.

- On-Site Activities
  - Travel to the Host County and participate in the PQCR for one week (5 calendar days).
  - Review completed cases and interview tools for emerging themes and trends for the exit interview.
  - Participate in exit interview.
  - Provide input for development of the Outcome Report and feedback on the written draft report.

3. Assignment of cases

   - Each individual Team will be assigned 12 to 16 cases depending upon the number of days in the Host County. The number of teams participating will be dependent upon the Host County's sample size and staffing available.

4. Case Reviews/Social Worker Interviews

   - Each individual Team will be expected to review the CMS and hard copy case using the case review tool and conduct 4 to 6 social worker interviews per day during the review period using the Social Worker review instrument. Each Team reviewer records their findings on the tools and develops consensus with their peers on emerging themes and trends.

5. Supervisor Interviews/Focus Group(s)

   Depending on the size of the county, and number of supervisors with expertise in the area of practice focus, one or more individual teams will have the responsibility for conducting individual interviews with supervisors or leading a supervisor focus group(s).

6. PQCR Outcome report due dates

   - The draft PQCR Outcome report will be written jointly by the State and County Co-chairs. After final comments are received from all reviewers and the host county administration, the final report will be available within approximately two weeks after the on-site review.

B. Structure for Pre-Site and On-site Activities (logistics)

1. Pre-Site Activities
   - CDSS Co-Chair validates Host County selection of area of practice focus.
   - Review Host County Self Assessment, if available.
   - Review Host County SIP, if available.
   - Ensures selected cases are prepped for on-site review by completion of case review tool.

- Assigns selected cases to individual teams.
- Arranges schedule of social worker interviews; supervisor interviews/focus group(s). Provides blank copies of the case review and supervisor focus group SW interview tools to the workers/supervisors selected for the interviews.
- Arranges for CMS access for peer reviewers to review assigned cases.
- Conference Call on planning and scheduling logistics with Team members.
- Reviewers responsible for own travel arrangements. Host county provides hotel recommendations.

2. On-Site Activities
   - Day One - Travel and Orientation by Host County / Review of PQCR process by co-chairs/Begin Case reviews.
   - Day Two, Three and Four - Case reviews / Social Worker Interviews/Supervisor Interviews/Focus Group(s).
   - Day Five - Draft Assessment Report and Exit Interview with Host County/Travel.

3. Role of the Host County

   - Identifies County Co-Chair.
   - Identifies county staff to participate as peer reviewers.
   - Arranges work space, clerical support, interview rooms.
   - Provide team members with recommendations for lodging.
   - Works with CDSS to select area of practice focus and case sample.
   - Prepares sampled cases by completing the Case Review Tool on each and flagging hard copies for location of relevant case information.
   - Arranges for CWS/CMS access for PQCR Members.
   - Arranges for staff to be available for interviews, focus group and schedules times.
   - Trains social worker staff on purpose of PQCR and effective case presentations.
   - Provides for Orientation on County specific issues on Day One.
   - Provides Schedule of Interviews to Team on Day One.
   - Participates in Exit Interview.

C. Process for Determining Team Composition

1. Teams will consist of two to three members, depending on county size, to include representatives from the following:

   - CDSS Co-Chair
   - Host County Co-Chair
   - County Managers

- County Supervisors
- Experienced Social Workers
- County Probation Officers (for team to review probation cases)
- Regional Training Academy Staff
- Other Representatives such as program analysts who have expertise/experience in casework practices

The Co-Chairs will make the final determinations on the Team participants.

The total number of team members will be based on number of cases needing review, the size of the county, and pool of other counties` available peer reviewers.

ALL counties will provide volunteer names, to include at least one of each from the list above, to CDSS to use for creating PQCR review teams. Team members should have specific expertise to review outcome and practice issues to include experience/ knowledge of Child Welfare Services practices, State regulations, and Federal requirements.

2. To the degree possible, Team members will be selected from counties that are considered high performing in the area that is being reviewed in the Host County.

D. Team Assignment and Scheduling

Suggested Process:

- The Review Team is divided up into individual review teams of 2 to 3 members each and assigned their portion of cases to read and workers to interview for the 2 – 3 day review period. The host county should have at least one reviewer per individual team. Assignment of cases to teams should ensure that host reviewers are reviewing cases/workers from units/offices other than their own, if possible.
- Individual Review teams are reading cases and interviewing workers concurrently, and may be operating in different sites in the host county offices.
- The Co-Chairs are responsible for overseeing the smooth coordination of the individual teams` process and the scheduling of the workers for the interviews.
- The host county delivers the scheduled hard copy case files with the completed case review tools to the team at the beginning of each review day. Reviewers will have had the opportunity to review the case on-line on CMS prior to the on-site review. The host county will have completed the review tool up to, but not including, Section K: "Summary of Case Review Findings." The cases and review tools are divided up among the individual team members.

At the beginning of each review day, each member reviews their case and records findings in Section K and notes follow-up issues to discuss with the case worker in Section L.

- The lead team reviewer is responsible for introducing the reviewers to each worker, explaining the purpose of the PQCR and area of practice focus to the assigned worker, and creating an comfortable, interactive environment that respects and values the practice expertise and opinions of the worker.
- The assigned social worker interactively discusses the case with the team at the scheduled interview time. The team member who read the case takes the lead during the interview. All reviewers may record their notes on their copy of the social worker interview tool.
- The assigned social worker has been prepared for the interview by being given a copy of the blank case review tool and interview tool and participating in PQCR case presentation training. They may have the option to bring a fellow social worker or supervisor who is also familiar with the case.
- The worker is informed that the process will not focus on an individual worker or case, but on systemic issues. Findings are reported in the aggregate. The exception would be an egregious casework issue that requires immediate action for safety reasons.
- At the conclusion of the interview, the review team discusses the issues identified in the case presentation and reaches consensus on what the lead interviewer is to record in the last section of the interview tool "For the Reviewer: Additional Information."
- At the end of each review day, each individual team reflects on all the cases/interviews completed that day and discusses to reach consensus on emerging trends/issues of concern for the exit interview/outcome report.
- Copies of the completed on-site review tools and interview tools with the team's agreed upon observations are collected at the end of the day from each individual team and provided to the Co-Chairs.
- As logistics permit, the Co-Chairs may conduct debriefing discussions with each team or by bringing all team members together on a daily basis.
- Team members who are skilled and trained in conducting focus groups will schedule the Supervisor Focus Group(s) with the assistance of the host county. Members of this individual team generally would not be selected from the host county. At a minimum, two team members should be assigned to the focus group: one to facilitate the discussion and one to record the responses for summary on the Supervisor Focus Group Interview Tool. As an alternative, the review team can interview selected supervisors on an individual basis.

- At the conclusion of the case review/interview and recording activities, the Co-Chairs shall convene all team members to discuss the emerging themes and trends and reach consensus on findings, program strengths/areas for improvement and recommendations to present to the host county management team.

III. Development of the PQCR Tools:

Sub-group two completed Deliverable II which involved developing a case review tool, as well as a social worker and supervisor interview questionnaire. These tools will be administered by the selected reviewers during on-site visits to counties prepared to proceed with the PQCR process. The instruments serve as a vehicle to capture qualitative information on county practice and identify those practice areas that are effective and may require additional examination. The on-site instruments that will be used during the PQCR process are attached.

SEE ATTACHMENTS

IV. Targeted Peer Quality Case Review Outcome Report:

Sub-group four developed an outcome report format and a debriefing process which included input from participating counties prior to the exit interview. Below is a description of that process.

A. Debriefing Process

- The Co-Chairs are responsible for collecting and reviewing on a flow basis the completed Case Review Tools, the Social Worker Interview Tools and the Supervisor Focus Group Interview Tools.
- The completed tools will serve as worksheets for the development of the Outcome Report. The Outcome Report summarizes findings in the aggregate and does not identify individual cases or workers.
- The Co-Chairs will conduct, as logistics permit periodic debriefing of each individual review team on emerging themes and trends.
- Upon conclusion of the data gathering and debriefing, the Co-Chairs shall convene a meeting of all the reviewers for the purposes of reaching consensus on the individual teams` findings.
- The Co-Chairs will summarize emerging themes from:
  - Sections K and L of the On-Site Case Review tools.
  - “Additional Information” from the last page of the Social Worker Interview tools.
  - The completed Supervisor Focus Group/Interview tool.

B. Exit Interview

- The Co-Chairs present orally to the management team of the host county their findings and recommendations based on the debriefing meeting of all the team members.
- The purpose of the PQCR and its process is briefly summarized for the host county members.
- All team members are present at the exit interview to be available to elaborate or further clarify the findings.
- The host county members may ask questions or discuss the findings to ensure the recommendations are meaningful and pertinent.
- Both the host county and team members reflect upon the PQCR process and note suggested improvements in the process and/or PQCR tools.

C. Format for Outcome Report

- Summary of Case Review Findings:
  - Effective use of CWS-CMS
  - Trends of documentation
    - Safety
    - Assessment of Needs and Services
    - Involvement in Case Planning
    - Placement Stability
    - Family Connections/ICWA
    - Permanency
  - Contact Summary and Recurring Themes

- Summary of Practice Strengths
  - Safety
  - Assessment and Case Planning
  - Permanency
  - Well-Being
  - Specific to Area of Focus
  - Identification of Promising Practices

- Summary of Practices Needing Improvement
  - Identification of Barriers and Challenges
  - Identification of Training Needs
  - Identification of Systemic/Policy Changes
  - Identification of Resource Issues
  - Identification of Areas Needing State Technical Assistance

- Recommendations

D. Completion of the Outcome Report

- The Co-Chairs draft the final written report of the findings and recommendations off-site.
- The draft of the report is distributed to team members for review and feedback.
- The final report is sent to the host county approximately two weeks after the on-site review.

DELIVERABLE V:

The concept for this deliverable is to develop a framework for continued and periodic evaluation of the PQCR process. The PQCR workgroup will continue to meet periodically to review feedback on the process from PQCR volunteer counties through June `04. A product was not developed for this deliverable; however, below are ideas as to what areas may be addressed:

- Maintain openness to modify and refine process and tools
- Develop county evaluation/feedback process
- Team input is gathered

DELIVERABLE VI:

This deliverable is a suggestion from the PQCR in an effort to help the training Subcommittee with training activities and preparation. Below are suggested training ideas for this deliverable:

1. Overview and Orientation
   - Process, Purpose Goal
   - Team Roles and Responsibilities
   - Case Preparation
   - Understanding the usage of on-site instruments
   - Analyzing outcome data, process measures, survey findings, self - assessment etc.
   - Conducting Focus Groups.

2. Specific County Training

3. Leadership Training
   - Consensus Building
   - Conflict Resolution
   - Presentation Skills

CALIFORNIA CHILD WELFARE
OUTCOMES AND ACCOUNTABILITY SYSTEM
PEER QUALITY CASE REVIEW
PART I - ONSITE CASE REVIEW TOOL

FACE SHEET		
A. Name of County:	**B. Case Name:**	**C. Case Number:**
D. Date Case Record Reviewed:		
E. Reviewers' Names: State Staff: County Staff:		**F. Type of Case Reviewed:** ☐ In-Home ☐ Out-of-Home
CASE INFORMATION		
G. Date of Most Recent Case Opening:	**H. Date of Most Recent Removal from Home:** (if applicable)	
I. Date Case Closed: (if applicable)	**J. Date Child Returned Home:** **(if applicable)**	
K. Focus *(Case)* Child's Name: First MI Last	**L. Focus Child's Ethnicity**:	**M. Date of Birth of Focus Child:**
N. Name of Focus Child's Sibling(s): (if applicable) First MI Last 1.	**O. Sibling(s)' Ethnicity:**	**P. Date of Birth of Sibling(s):**
2.		
3.		
4.		
5.		

SECTION I: SAFETY

A. *Timeliness in Response to Investigating Reports (Historical)*

1. How many reports of suspected abuse or neglect have been received on this child? (Note: Exclude Evaluated Out referrals)	Number of reports: _____

Questions 2 through 5 refer to the two most recent referrals

	1st Report	2nd Report
2. What was the type of abuse?	☐ Physical Abuse ☐ General Neglect ☐ Emotional Abuse ☐ Sexual Abuse ☐ Parent Incarcerated/-Incapacitated/Absent ☐ Severe Neglect	☐ Physical Abuse ☐ General Neglect ☐ Emotional Abuse ☐ Sexual Abuse ☐ Parent Incarcerated/-Incapacitated/Absent ☐ Severe Neglect
3 What was the priority level assigned to the most recent reports of abuse or neglect?	☐ Evaluate Out ☐ Immediate ☐ 10 day ☐ Other: ____ day	☐ Evaluate Out ☐ Immediate ☐ 10 day ☐ Other: ____ day
3a. Were the reports responded to in accordance with the State's statutory timeframes for the priority level?	☐ Yes ☐ No	☐ Yes ☐ No
4. Was face-to-face contact with the child made by the investigating worker?	☐ Yes ☐ No	☐ Yes ☐ No
4a. If the answer to Question 4 is "No", is there documentation in the case file explaining why not?	☐ Yes ☐ No	☐ Yes ☐ No
4b. If the answer to Question 4a is "Yes", what were the documented reasons for no face-to-face?	☐ High Caseload ☐ Court Appearance ☐ Other:_____	☐ High Caseload ☐ Court Appearance ☐ Other:_____
5. What was the conclusion of the abuse allegation?	☐ Substantiated ☐ Inconclusive ☐ Unfounded	☐ Substantiated ☐ Inconclusive ☐ Unfounded

B. Recurrence of Abuse or Neglect

6.	Subsequent to the case being opened, were there additional substantiated reports of abuse or neglect received on the child?	☐ Yes ☐ No If the answer is "No" please go to Sections C
7.	Did the reports involve the same general circumstances?	☐ Yes ☐ No
8.	Did the reports involve the same perpetrator?	☐ Yes ☐ No

		1st Report	2nd Report
9.	What was the relationship of the perpetrator to the child?	☐ Father ☐ Mother ☐ Sibling ☐ Care Provider ☐ Other:_____	☐ Father ☐ Mother ☐ Sibling ☐ Care Provider ☐ Other:_____
10.	What was the allegation type of the reports?	☐ Physical Abuse ☐ General Neglect ☐ Emotional Abuse ☐ Sexual Abuse ☐ Parent Incarcerated/-Incapacitated/Absent ☐ Severe Neglect	☐ Physical Abuse ☐ General Neglect ☐ Emotional Abuse ☐ Sexual Abuse ☐ Parent Incarcerated/-Incapacitated/ Absent ☐ Severe Neglect
11.	What type of response was determined for the reports listed in Question 8 above?	☐ Evaluate Out ☐ Immediate ☐ 10 day ☐ Other: ____ day	☐ Evaluate Out ☐ Immediate ☐ 10 day ☐ Other: ____ day
12.	Where did the incidents take place?	☐ Home ☐ Foster Home ☐ School ☐ Other Location: _____	☐ Home ☐ Foster Home ☐ School ☐ Other Location: _____

C. In-Home Services

13.	Were in-home services provided to the family voluntarily?	☐ Yes ☐ No ☐ Court Ordered
13.a	Where in-home services provided to the family if the child was removed and then returned home?	☐ Yes ☐ No

13b. If the answer to Question 14 or 14 b is "No", state the reason(s) why the in-home services were not provided:	
D. Assessment of Needs and Services	
14. Were the needs of the child assessed and identified while developing case plans?	☐ Yes ☐ No
14a. If the answer to Question 15 is "Yes", identify the needs and describe the process the agency used to assess the needs:	
15. Were the needs of the parent(s) assessed and identified while developing case plans?	☐ Yes ☐ No
15a. If the answer to Question 16 is "Yes", identify the needs and describe the process the agency used to assess the needs:	
16. Were the services provided matched to the needs of the child?	☐ Yes ☐ No
17. Were the services provided matched to the needs of his/her parents/caretakers?	☐ Yes ☐ No ☐ N/A
18. Were services accessible and available for the child's needs (e.g., location, schedule, and cost)?	☐ Yes ☐ No
(COMPLETE ONLY IF OUT OF HOME PLACEMENT)	
19. Were needs of the caretaker assessed and identified while developing case plans?	☐ Yes ☐ No
19a. If the answer to Question 20 is "Yes", identify the needs and describe the process the agency used to assess the needs:	
20. Were services accessible and available for the parents'/caretakers needs (e.g., location, schedule, and cost)?	☐ Yes ☐ No ☐ N/A
21. Has the child had a physical examination during the last year? Date of last visit: _____	☐ Yes ☐ No

22. Has the child had a dental examination during the last year? Date of last visit: _____	☐ Yes ☐ No
22a. Are the child's medical and dental treatment needs being met?	☐ Yes ☐ No
23. Is the child on psychotropic medication?	☐ Yes ☐ No
23a. If the answer to Question 24 is "Yes", is there a current court authorization on file?	☐ Yes ☐ No
E. Child and Family Involvement in Case Planning	
24. Is there a case plan on file?	☐ Yes ☐ No
24a. If the answer to Question 25 is "Yes", is the case plan updated every six months as required?	☐ Yes ☐ No
25. When appropriate, is the child involved in developing case planning activities?	☐ Yes ☐ No ☐ N/A
25a. If the answer to Question 26 is "Yes", describe how the child is involved:	
26. Are the parents involved in developing case planning activities?	☐ Yes ☐ No ☐ N/A
26a. If the answer to Question 27 is "Yes", describe how they are involved:	
(COMPLETE ONLY IF OUT OF HOME PLACEMENT)	
27. Is the caretaker involved in developing case planning activities?	☐ Yes ☐ No ☐ N/A
27a. If the answer to Question 28 is "Yes", describe how they are involved:	
SECTION II: OUT-OF-HOME PLACEMENT	
ONLY complete Section II if this is an "Out-of-Home" placement.	
F. Placement Stability	
28. Did the child change placement settings while in an out-of-home care? ***(when?)***	☐ Yes ☐ No

28a. If the answer to Question 29 is "Yes", note the number of placements and the factors contributing in the placement changes. Factors:_____	No. of placements _____
29. Did any of the placement changes occur for reasons not directly related to helping the child achieve the goals in his/her case plan?	☐ Yes ☐ No
29a. If the answer to Question 30 is "Yes", specify reasons: _____	

G. Family Relationships and Connections

30. What is the proximity of the child's current placement to their parent(s)?

Placement to Mother ☐Same Neighborhood ☐Same county ☐Out of county ☐Out of state ☐Other:_____

Placement to Father ☐Same Neighborhood ☐Same county ☐Out of county ☐Out of state ☐Other_____

31. For children not placed in the same county as either of their parents' residence, is the reason for the location of the placement clearly related to helping the child achieve his/her case plan goals?	☐ Yes ☐ No
32. Does the placement location maintain important family connections?	☐ Yes ☐ No
32a. If the answer to Question 33 is "Yes", describe how the placement location maintains family connections.	
33. Does the placement location maintain important community connections (e.g. school, friends)?	☐ Yes ☐ No
33a. If answer to Question 34 is "Yes", describe how the placement location maintains community connections:	
34. What efforts did the agency make to place sibling(s) together?	
35. What were the reason(s) sibling(s) were not placed together?	

H. Visitation between Parents and Siblings

36. What is the most typical pattern of visitation between the child and his/her family?

Mother: ☐ Weekly ☐ Bi-weekly ☐ Monthly ☐ Less than monthly ☐ No visits

Father: ☐ Weekly ☐ Bi-weekly ☐ Monthly ☐ Less than monthly ☐ No visits

Siblings: ☐ Weekly ☐ Bi-weekly ☐ Monthly ☐ Less than monthly ☐ No visits

I.. Indian Child Welfare Act (ICWA) (complete this section if applicable)	
37. Is the child a Native American/Indian? **If the answer is "Yes", continue with Question 39. If the answer is "No", go to Section J.**	☐ Yes ☐ No
38. Was the tribe notified of the child's involvement in child welfare services?	☐ Yes ☐ No
39. Was the tribe notified of scheduled court proceedings?	☐ Yes ☐ No
40. Are the child's interests being addressed through placement with the child's extended family or tribe?	☐ Yes ☐ No
40a. If the answer to Question 41 is "No", why not?	
41. Is there documentation that supports placement preferences (e.g., working with tribes and courts around decisions for Indian children in out-of-home placements)?	☐ Yes ☐ No

J. Permanency Goal for Child (Complete only if Out of Home Placement)	
42. What is the child's current permanency goal?	☐ Adoption ☐ Emancipation ☐ Family Reunification ☐ Long Term Placement ☐ Kin ☐ Non Kin ☐ Guardianship ☐ Kin ☐ Non Kin
43. Was there a timely establishment of a permanency goal?	☐ Yes ☐ No
43a. If the answer to Question 45 is "No" then what prevented the establishment of a timely permanency goal?	
44. Is there a concurrent plan in place (working toward two different goals simultaneously, e.g., adoption and reunification)?	☐ Yes ☐ No

45. What factors did the agency consider when making decisions about the child's permanency goals?

☐ Age ☐ Ethnicity ☐ Medical condition ☐ Placement with siblings ☐ Relatives ☐ Other: _____

46. Was there a compelling reason documented as to why a TPR was not ordered? ☐ Yes ☐ No ☐ N/A

47.a If yes, what was the compelling reason?

K. Summary of Case Review Findings

Examples of Case Findings

Effective use of CWS/CMS Trends of documentation Were contacts well narrated and entered timely

Name of County:	**Case Name:**	**. Case Number:**
Date Case Record Reviewed:		

L. Summary Issues to follow-up with SW Interviews

- Areas for further Review

- Trends from Case Review

PEER QUALITY CASE REVIEW
PART II - SOCIAL WORKER INTERVIEW TOOL

SOCIAL WORKER INTERVIEW INFORMATION	
County Name:	**Case Name:**
Social Worker Name:	**Date of Interview:**
Interviewers: State: County:	

INTRODUCTIONS & BACKGROUND

Social Worker Background

Introductions:

- The interviewers share their background and work experience prior to starting the interview process.

- Ask SSW for a summary of their social work experience
  (Length of time with current county/Length of time in current program)

Case Background

1. Please tell us how and when this case came to you and the story of the family?
   - Original allegations

2. Describe the attributes of this family.
   - (strengths/needs)

SAFETY AND RISK ASSESSMENT

Safety and Risk Assessment

3. Tell us about how and when you assessed this family?
   - Safety and Wellbeing
   - What risk assessment tools were used?

CASE PLANNING AND REASSESSMENT

Case Planning

4. Discuss the process by which the case goals were set and describe the goals.
   - What were the allegations
   - Engagement and participation with the family
   - Approach you used to develop a relationship with the family
   - Culturally relevant
   - Family connections

Permanency Placement

5. Was there successful movement towards permanency for the children in this family?

SOCIAL WORKER REFLECTIONS

6. What has worked and what hasn't worked as you have proceeded with this case?
   - Did/has the case plan address(ed) the specifics needs of this family
   - What current practice(s) has influenced/may influence the outcomes for:
     - The child/children and family
     - for children/families with similar circumstances (are there noticeable trends)
   - Identify existing barriers that affect your ability to accomplish what is needed in cases like this **or**
   - What are the challenges you faced/may face as a social worker trying to successfully serve this family?

7. What improvements/changes would be useful to help you do your job more effectively?
   - ❖ Training, systemic changes(policy and procedures), resources

8. Was there anything about this case you found especially difficult or was most important to you?

9. Are there questions you would like to ask or anything you would like to add?

FOR THE REVIEWER
ADDITIONAL INFORMATION

Use this space to answer the following questions that may be required to clarify/supplement the information to compile data which will be used for the county exit interview.

1. Describe/identify Promising Practices

2. Identify Challenges/Strengths

3. Recommendations/Areas needing TA

PEER QUALITY CASE REVIEW
PART III - SUPERVISOR/FOCUS GROUP INTERVIEW TOOL

SUPERVISOR/FOCUS GROUP INTERVIEW INFORMATION	
County Name:	**Case Name:**
Supervisor or Focus Group Members Name(s): Supervisor: Focus Group Members:	
Date of Supervisor or Focus Group Interview:	
Interviewers: State: County:	

Supervisor Interview/Focus Group Q's	
1. Did anything about the data you received surprise you?	☐ Yes ☐ No
1a. If the answer to Question 1 is "*Yes*," please explain why.	
2. Does the data accurately represent the social work being done in your county? ➢ Why?	

*County data should be sent to supervisors prior to group attendance.

3. For supervisors, please tell us about the program areas that are working well in your county.
   - **In particular, could you address the area of focus_____**

4. Could you describe to us what are the most significant recurring challenges, barriers or themes you experience in the work you are doing?
   - Would you consider these to be the same barriers for SW in their performance and duties?

5. What are the three most influential practices that lead to outcomes for families and children?
   - **In particular could you address the area of focus for your county_____**

6. What difficulties is the county experiencing with complying with ICWA, and how are they being addressed?

7. Describe the barriers/challenges toward timely reunification/adoption?

8. How effective is your concurrent planning program?

9. What processes do you use with workers to help them assess, plan for and monitor for Safety/Permanency/Well Being?

10. Would you like to expand?
- additional barriers
- improvements
- changes
- training needs to accomplish better outcomes for children and families within or outside your agency

11. Is there any thing you would like to add?