



# SUTTER COUNTY SYSTEM IMPROVEMENT PLAN (SIP)

11/1/05 – 10/31/06

# Acknowledgments for 2004-2005

## **Project Management**

- Bill Ramsaur, Program Manager – Social Services
- Pat Evans, Program Manager – Income Maintenance
- Debra DeAngelis Campbell – Deputy Chief Probation Officer
- Paula Kearns, Social Worker IV

## **Priority #1 – Timely Home Visits Made By Social Workers**

- Peggy Breaux, Social Worker III , – Team Lead
- Roberto Garcia, Social Worker Supervisor II
- Richard Schies, Social Worker II
- Mani Bains, Social Worker II
- Jackie Hughes, Public Health Nurse II, Health Care Program for Children in Foster Care
- Renee Polmanteer, Information Systems Technician

## **Priority #2 – Rate of Recurrence of Abuse/Neglect in Homes Where Children Not Removed**

- Paula Kearns, Social Worker IV – Team Lead
- Jana Woodard, Social Worker Supervisor II
- Paul Reiner, Social Worker IV
- Jennifer Ramirez, Social Worker IV
- Jennifer Allen, Social Worker III
- Sarah Powell, Social Worker II
- Susan Blackburn Social Worker II
- Louise Graham, Social Worker II
- Debra DeAngelis Campbell, Deputy Chief Probation Officer
- Todd Alexander, Supervising Probation Officer, Juvenile Division

## **Priority #3 – Recurrence of Maltreatment**

### **Ethnicity/Primary Language Workgroup**

- Linda Evans, Social Worker Supervisor I – Team Lead
- David Patrick, Social Worker III
- Phyllis Weathers, Social Worker III
- Renee Polmanteer, Information Systems Technician

### **Community Resource Workgroup**

- Debbie Pippin, Social Worker II – Team Lead
- Todd Alexander, Supervising Probation Officer Juvenile Division
- Judy Mikesell,, Public Health Nurse III, Maternal Child Health Director, Sutter County Health Department
- Charlie Benson, Therapist , Sutter/Yuba Mental Health
- Kathy Baker, Substance Abuse Counselor, Sutter/Yuba Mental Health
- Linda Evans, Social Worker Supervisor I
- Nicole Guerra, Social Worker III

### **Training Workgroup**

- Jennifer Ramirez, Social Worker IV – Team Lead
- Paul Reiner, Social Worker IV
- Paula Kearns, Social Worker IV
- Nicole Guerra, Social Worker III
- Sarah Powell, Social Worker III
- Susan Blackburn, Social Worker II
- Renee Polmanteer, Information Systems Technician

## SUTTER COUNTY TABLE OF CONTENTS

Acknowledgements		2
Table of Contents		3
<b>I.</b>	<b><i>SIP Narrative</i></b>	4
A.	Summary	4
B.	Approach	6
<b>II.</b>	<b><i>SIP Plan Components</i></b>	
A.	Priority #1 Outcome 2C - Timely Home Visits	7
B.	Priority #2 Outcome 2A - Rate of Recurrence of Abuse and Neglect for Children Not Removed	12
C.	Priority #3 Outcome 1A & B – Recurrence of Maltreatment	20
D.	Outcome 3F Rate of Foster Care Re-Entry	25
E.	Outcome 1C Rate of Abuse and/or Neglect in Foster Care Placement	28
F.	Outcome 3A Length of Time to Exit Foster Care (State)	31
G.	Outcome 3E Length of Time to Exist Foster Care (Federal)	33
H.	Outcome 3C Stability of Foster Care	35
 Attachments:		
A.	2C Timely Home Visits – Tools	
B.	Training Guide	
C.	Probation Training Summary	
D.	Sutter County’s SIP Workgroup Structure	
E.	Letter regarding CWSOIP budget –ACIN I-42-05 dated September 22, 2005	

# **I SIP NARRATIVE**

## **A. Summary**

### **Priority # 1 – Outcome 2C**

The Home Visit Workgroup was established to review this area and work on the two improvement goals. The workgroup met to work on the strategies and milestones to identify and develop tools to assist Social Workers in monitoring compliance of monthly home visits. These tools included safe measures, Family Maintenance (FM), Family Reunification (FR), and Permanent Placement (PP) contact information sheets, a monthly calendar of reminders, caseload summary checklist and guides for case plan exceptions (see Attachment A). These tools were presented to management for approval and to the Training Workgroup to implement training (see Attachment B). Ongoing staff development and training will continue to ensure Social Worker compliance. Also, Safe Measures was loaded onto all workers' computers to monitor compliance.

### **Priority #2 – Outcome 2A**

Several workgroups were established to review this area and work on the four improvement goals. The Case Review Workgroup identified and reviewed a sample of cases and made findings and recommendations to the Management Workgroup. The Interagency Collaborative Workgroup has been meeting since October 2004, and includes: Health Department; Public Health, Mental Health, Drug and Alcohol, Children's Services; Children's System of Care; Social Services – Child Protective Services, Cal Works, Welfare, Fiscal, Adult and Juvenile Probation, Public Authority, Adult Protective Services.

One example to meet Improvement Goal 3.0 includes the imminent implementation of Settlement Conferencing scheduled for October 31, 2005. However, other areas which are at various stages of planning and development include Independent Living Plan (ILP) conferencing, Wraparound, and the Linkages project.

Probation developed and implemented on-going trainings and monitored their use of resources such as Family Assistance Service Team (FAST), Placement Review Team meetings, Family Intervention Team (FIT), Functional Family Therapy (FFT), Multi Functional Treatment Foster Care (MTFC), Individual Education Plans (IEP)'s and Student Attendance Review Board (SARB). Probation also developed a spreadsheet in order to track staff training (See Attachment C).

Probation will be working on an additional strategy and has developed criteria, training and monitoring outcomes for FFT. Probation has been utilizing this therapy since December, 2003, and is going to continue to monitor this area in order to ascertain how this reduces recidivism rates for juvenile offenders.

### **Priority # 3 – Outcomes 1A and 1B**

Several workgroups were established to review this area and work on the three improvement goals. The Ethnic/Primary Language Workgroup reviewed this area and made recommendations for change. Also, the Case Review Workgroup worked on the strategies and milestones to develop protocols and this area continues to be under development as new training is completed. The Community Resource Workgroup met to identify community resources and develop a resource guide which is also an ongoing process and is under development. The Interagency Collaborative Workgroup is also a part of this outcome area.

#### **Outcome 3F**

This was an additional area that was added to the 2004-2005 SIP in April, 2005. Through the CWS/CMS help desk and Training Workgroup, this area has been reviewed and training has been provided. This area will continue to be monitored. However, there continues to be investigation and discussion regarding a flaw in the methodology used for this outcome measure.

#### **Outcome 1C**

This is an additional area that has been added to the 2005-2006 SIP. The development of Placement Review Workgroup will be established in order to identify and develop strategies to address the two improvement goals of this outcome measure.

#### **Outcome 3A**

This is an additional area that has been added to the 2005-2006 SIP. The development of a Case Review Workgroup will review cases for a comparative analysis in order to develop strategies to address the improvement goal in this outcome measure.

#### **Outcome 3E**

This is an additional area that has been added to the 2005-2006 SIP. The development of a Case Review Workgroup will review cases to identify differences in order to develop strategies to address the improvement goal in this outcome measure.

#### **Outcome 3C**

This is an additional area that has been added to the 2005-2006 SIP. The development of a Case Review Workgroup will review cases to identify differences in order to develop strategies to address the improvement goal in this outcome measure.

## **B. Approach**

During the initial SIP year 11/1/04 to 10/31/05, Sutter County has established seven (7) workgroups comprising: Management Workgroup, Home Visit Workgroup, Case Review Workgroup, Community Resource Workgroup, Ethnic/Primary Language Workgroup, Training Workgroup and the Interagency Collaborative Workgroup. These workgroups took on the challenge to address Outcomes 2C, 2A, 1A and 1B and the addition of 3F. To accomplish the goals set for the year, the workgroups analyzed data, conducted a training needs assessment, determined needs, made recommendations to management, developed the resource guide, developed and implemented training, and developed methods to monitor and document progress.

For the next SIP year, 2005-2006, some of the Workgroups will continue and others will be added (See Attachment D). The continued development and self-evaluation of progress is vital to the overall outcomes process. Sutter County is dedicated to the development and training of staff in order to best serve our community.

## **II. SIP PLAN COMPONENTS**

### **A.**

#### **Outcome/Systemic Factor: 2C Timely Home Visits**

**County's Current Performance:**  According to the data supplied from the State in the January, 2004, "California Child Welfare Services – Outcome & Accountability County Data Report", Sutter County does not meet the process measure standard of 90%. Therefore we must develop a SIP on this outcome. The following shows Sutter County's performance as measured in the January 2004 report:

- April 2003 – 79.5%
- May 2003 – 82.6%
- June 2003 – 88.2%

**On July 9, 2004, Sutter County received the July 2004, Outcome & Accountability County Data Report and it shows the above figures revised to the following:**

- April 2003 – 92.0%
- May 2003 – 91.0%
- June 2003 – 93.2%

- July 05 - data shows data from October 2004 to December 2004 as follows:
  - October 2004 - 98.2%
  - November 2004 - 98.3%
  - December 2004 - 98.4%

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Improvement Goal 1.0 Review discrepancy of extraction of data by State and Safe Measures.</b>					
<b>Strategy 1. 1 Assess when and how State and Safe Measures pulls data from CWS/CMS</b>			<b>Strategy Rationale<sup>1</sup> January, 2004's Outcome Accountability Report indicates Sutter County is below the State's 90% performance measure. However, Safe Measures shows we are above the necessary rate. Determining why statistics are different between the two systems will allow the County to establish a policy consistent with the appropriate measure</b>		
<b>Milestone</b>	<b>1.1.1</b> Determine Outcome 2C Workgroup's tasks and assign staff to analyze and implement improvement goals	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Projected completion date - November 1, 2004.</li> <li>Completed November 1, 2004</li> </ul>	<b>Assigned to</b>	Home Visit Workgroup
	<b>1.1.2</b> Identify where data is extracted within CWS/CMS		<ul style="list-style-type: none"> <li>Projected completion date - December 15, 2004.</li> <li>Completed December 15, 2004.</li> </ul>		Home Visit Workgroup
<b>Strategy 1. 2 Analyze data to determine barriers in making timely home visits and/or entering contacts into CWS/CMS.</b>			<b>Strategy Rationale<sup>1</sup> Identifying barriers to making timely visits and/or entering information will assist staff with overcoming such barriers and improve the performance rates.</b>		
<b>Milestone</b>	<b>1.2.1.</b> Analyze the data for trends/patterns	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Projected completion date - December 31, 2004.</li> <li>Completed December 31, 2004.</li> </ul>	<b>Assigned to</b>	Home Visit Workgroup
	<b>1.2.2</b> Determine "Training Needs Assessment Update" Workgroup's tasks and assign staff to conduct needs assessment and make training topic recommendations.		<ul style="list-style-type: none"> <li>Projected completion date February 25, 2005.</li> <li>Completed February 25, 2005</li> <li>See Training Guide Attachment B</li> </ul>		Training Group

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

	<b>1.2.3</b> Develop identified trainings to CWS staff (new and existing staff).		<ul style="list-style-type: none"> <li>• Projected completion date May 30, 2005.</li> <li>• Completed May 12, 2005</li> <li>• See Training Guide Attachment B</li> </ul>		Training Group, in house weekly trainings, UC Davis. This is monitored on an on-going basis by the Training group and reported back to the Management Workgroup (See Training Guide Attachment B)
<b>Strategy 1.3</b> Develop a consistent policy as to timing of monthly contacts and data entry into CWS/CMS			<b>Strategy Rationale<sup>1</sup></b> January 2004's Outcome Accountability Report indicates Sutter County is below the State's 90% performance measure. However, Safe Measures shows we are above the necessary rate. Determining why statistics are different between the two systems will allow the County to establish a policy consistent with the appropriate measure		
<b>Milestone</b>	<b>1.3.1</b> Deliver results of review and recommendations to Management Workgroup.	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date May 1, 2005.</li> <li>• Completed May 1, 2005.</li> <li>• See Training Guide Attachment B</li> </ul>	<b>Assigned to</b>	Home Visit Workgroup and Training Workgroup
	<b>1.3.2</b> Deliver results of review and recommendations of Needs Assessment to Management Workgroup		<ul style="list-style-type: none"> <li>• Projected completion date May 1, 2005.</li> <li>• Completed May 1, 2005.</li> </ul>		Training Workgroup
	<b>1.3.3</b> Management approval of all recommended policies		<ul style="list-style-type: none"> <li>• Projected completion date June 30, 2005.</li> <li>• Completed May 1, 2005</li> <li>• Ongoing monitoring</li> </ul>		Management Workgroup
<b>Improvement Goal 2.0</b> Increase compliance to a minimum of 90%					

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Strategy 2.1 Determine how compliance is monitored and maintained within Sutter County</b>	<b>Strategy Rationale<sup>1</sup> Developing quality assurance tools will assist with improvement. It is important that systems are put in place that will monitor and maintain the compliance of revised policies thereby improving this outcome area.</b>
---	---

<b>Milestone</b>	2.1.1 Identify method to monitor compliance	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date – April 1, 2005.</li> <li>• Completed April 1, 2005</li> </ul>	<b>Assigned to</b>	Home Visit Workgroup
	2.1.2 Training of staff on all new adopted policies completed		<ul style="list-style-type: none"> <li>• Projected completion date – October 31, 2005 .</li> <li>• Implementation began May 12, 2005</li> <li>• Ongoing</li> </ul>		Training Workgroup/ U C Davis
	2.1.3 Implement monitoring methods on gathered statistics from State identified area of CWS/CMS		<ul style="list-style-type: none"> <li>• Projected completion date August 1, 2005.</li> <li>• Completed August 1, 2005</li> <li>• Ongoing</li> </ul>		Home Visit Workgroup and Management
	2.1.4 Develop reports to identify CWS staff not in compliance and corrective action plans		<ul style="list-style-type: none"> <li>• Ongoing to monitor compliance</li> </ul>		Supervisors and Management

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

- The Strategies and Rationales identified in the System Improvement Plan will correct system measures.

**UPDATE**

- These were addressed in Goal 1.0 and Strategy 1.1

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ Refresher training for CWS/CMS and additional time management will help with educating all CWS/CMS staff on system needs to advance to 90% compliance in this area.</li> </ul> <p><b><u>UPDATE</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>There has been training given in this area – see Training Guide – Attachment B. There will be continuous monitoring of this area of compliance and refresher training will be given on an “as needed” basis.</b></li> <li>▪ <b>A copy of the training tools developed by this workgroup is available – see Attachment A.</b></li> </ul>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul> <p><b><u>UPDATE</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>This continues to be N/A</b></li> </ul>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ No change necessary to accomplish goals.</li> </ul> <p><b><u>UPDATE</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>There have been a number of tools developed (see Attachment A). Further, the training on Outlook for all staff and a three month trial implementation of mandatory use took place (See Training Guide – Attachment B).</b></li> <li>▪ <b>Furthermore, the development of the training has resulted in each area being enumerated into a Resource and Staff Development Memo which each worker is training on and receives a copy of.</b></li> </ul>

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>B.</b>					
<b>Outcome/Systemic Factor: 2A – Rate of Recurrence of Abuse and Neglect for Children Not Removed</b>					
<p><b>County's Current Performance:</b> Currently, there appears to be no significant difference in the rate of abuse or neglect. The abuse type of General Neglect in both Quarters 2 and 3 reviewed reveals the highest rate of substantiated referrals within Sutter County. Quarter 2 = 72.4% and Quarter 3 = 64.5%</p> <ul style="list-style-type: none"> <li>▪ Performance – July, 2005, quarter 10.1% a decrease from January 2004's baseline of 11.2%</li> </ul> <p><b>Probation - Currently Probation meets the needs of Juvenile Court due to its collaborative efforts with community partners.</b></p> <p><b>Improvement Goal 1.0 Reduce the rate of recurrence by earlier intervention in Family Maintenance cases with moderate risk</b></p>					
<b>Strategy 1. 1 Review cases that generated the statistics in Quarter 2, 3 and 4</b>			<b>Strategy Rationale<sup>1</sup> Reviewing cases will allow staff to determine what event caused the statistic and if the event may have been avoidable. If avoidable, by what action or measure? This will also allow for the determination of commonalities and if the results were avoidable</b>		
<b>Milestone</b>	1.1.1 Determine Outcome 2A Workgroup's tasks and assign staff to analyze and implement improvement goals.		<b>Timeframe</b>	<b>Assigned to</b>	Case Review Workgroup
	1.1.2 Determine how cases will be reviewed. Identify results of review and commonalities				Case Review Workgroup
			<ul style="list-style-type: none"> <li>• Projected completion date November 1, 2004.</li> <li>• Completed November 9, 2004</li> </ul>		
			<ul style="list-style-type: none"> <li>• Projected completion date January 1, 2005.</li> <li>• Completed December 2, 2004</li> </ul>		

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Strategy 1. 2 Review cases that generated the statistics in Quarter 2, 3 and 4</b>		<b>Strategy Rationale<sup>1</sup> Reviewing cases using specific criteria and dates will allow for consistent analysis of the cases. Criteria will include setting specific requirements for Risk Assessment tool usage and other measures to increase safety to children.</b>			
<b>Milestone</b>	1.2.1. Determine from reviewed cases common indicators of distress that were exhibited by families that had instances of recurrence of abuse and neglect.	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date April 30, 2005.</li> <li>• Completed March 31, 2005.</li> </ul>	<b>Assigned to</b>	Case Review Workgroup
	1.2.2 Deliver results of review and recommendations to Management Workgroup		<ul style="list-style-type: none"> <li>• Projected completion date March 31, 2005.</li> <li>• Completed May 1, 2005.</li> </ul>		Case Review Workgroup
	1.2.3 Determine review policy, necessary services and data elements to review based on information identified during case review process		<ul style="list-style-type: none"> <li>• Projected completion date May 16, 2005.</li> <li>• Completed May 1, 2005.</li> </ul>		Case Review Workgroup
<b>Improvement Goal 2.0 Improve Delivery of Services to Families when possible.</b>					
<b>Strategy 2.1 Develop an indicator list of parental behaviors that derails the family's healthy progress while in receipt of services.</b>		<b>Strategy Rationale<sup>1</sup> Developing an indicator list will assist staff and families with identifying and overcoming barriers which will help improve a family's ability to complete case plan goals and internalize appropriate parenting strategies.</b>			

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Milestone</b>	<b>2.1.1</b> Determine from preliminary results of indicators, services currently provided that appear to need improvement	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date July 31, 2005.</li> <li>• Completed August 31, 2005.</li> <li>• Ongoing</li> </ul>	<b>Assigned to</b>	Community Resource Workgroup. Interagency Collaborative Workgroup
	<b>2.1.2</b> Management Approval of all recommended policies		<ul style="list-style-type: none"> <li>• Projected completion date June 30, 2005.</li> <li>• Completion May 31, 2005.</li> <li>• Ongoing</li> </ul>		Management Workgroup
	<b>2.1.3</b> Develop training based on results of indicators, services currently provided that appears to need improvement		<ul style="list-style-type: none"> <li>• Projected completion date August 31, 2005.</li> <li>• Completed May 16, 2005 - ongoing</li> </ul>		Training Workgroup
	<b>2.1.4</b> Training of staff on all new adopted policies completed		<ul style="list-style-type: none"> <li>• Projected completion date October 31, 2005.</li> <li>• Completion of training May 31, 2005 (See Attachment B)</li> <li>• Ongoing</li> </ul>		Training Workgroup
	<b>2.1.5.</b> Develop recommendations of primary, secondary and alternate services and guidelines for workers to tailor the appropriate services for each individual family		<ul style="list-style-type: none"> <li>• Projected Completion September 30, 2005.</li> <li>• Meetings initiated October 2004 - Ongoing</li> </ul>		Management Workgroup; Interagency Collaborative Workgroup – initiated meetings
<b>Improvement Goal 3.0</b> Expand Services to families when possible					
<b>One area initiated – Settlement Conferencing (other areas under review – ILP conference, Wraparound, Linkages)</b>					
<b>Strategy 3. 1 Increase engagement; “buy-in” to the case service plan</b>			<b>Strategy Rationale<sup>1</sup> Fully engaged families are more likely to reunify and less likely to re-abuse children</b>		

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Milestone</b>	<b>3.1.1</b> Review evidence based practices for delivery of services not currently identified as existing. In addition, identify services available in the community not currently utilized	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date September 15, 2005.</li> <li>• Settlement Conferencing Initiated April 2005.</li> <li>• Ongoing</li> </ul>	<b>Assigned to</b>	Management Workgroup and others as assigned.
	<b>3.1.2</b> Develop recommendations for engagement of families for management approval		<ul style="list-style-type: none"> <li>• Projected completion date – April 1, 2005.</li> <li>• Settlement Conferencing effective September 20, 2005</li> <li>• Ongoing</li> </ul>		Management Workgroup and others as assigned.
	<b>3.1.3</b> Develop and provide training to staff in new family engagement model and implement		<ul style="list-style-type: none"> <li>• Projected completion date June 15, 2005.</li> <li>• Settlement Conferencing – October 31, 2005</li> </ul>		Management Workgroup and others as assigned.
	<b>3.1.4</b> Training of staff on all new adopted policies completed		<ul style="list-style-type: none"> <li>• Projected completion date October 31, 2005</li> <li>• Same as above</li> </ul>		Management Workgroup and others as assigned.
	<b>3.1.5</b> Develop an Interagency Collaborative Workgroup to facilitate differential response and provide an avenue to engage community resources for families exiting the CWS System		<ul style="list-style-type: none"> <li>• Projected completion date August 31, 2005</li> <li>• Initiated meetings October 2004.</li> <li>• Ongoing</li> </ul>		Interagency Collaborative Workgroup
	<b>3.1.6</b> Begin Interagency Collaborative meetings.		<ul style="list-style-type: none"> <li>• Projected completion date November 15, 2005</li> <li>• Initiated meetings October 2004.</li> <li>• Ongoing</li> </ul>		Interagency Collaborative Workgroup
	<b>3.1.7</b> Implementation of Case Plan Mediator- approved by CWSOIP budget ACIN- I-42-05		<ul style="list-style-type: none"> <li>• Approved on September 22, 2005</li> </ul>		See Attachment E

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Improvement Goal 4.0 – PROBATION – Maintain level of collaboration and seek additional ways to provide services through intervention methods and assessments</b>					
<b>Strategy 4.1 Monitor siblings remaining in the home while client is in placement for abuse/neglect issues</b>			<b>Strategy Rationale<sup>1</sup> Monitoring by placement facilities and Juvenile Court should lessen incidence of abuse in the home of siblings.</b>		
<b>Milestone</b>	4.1.1 Develop monitoring criteria for Probation cases.	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date January 1, 2005.</li> <li>• Completed January 1, 2005.</li> </ul>	<b>Assigned to</b>	Probation designated staff member to Case Review Workgroup
	4.1.2 Develop recommendation for placement facilities and Juvenile Court to monitor families		<ul style="list-style-type: none"> <li>• Projected completion date April 1, 2005.</li> <li>• Completed April 1, 2005.</li> <li>• Ongoing</li> </ul>		On-going utilizing community meetings such as FAST, Placement Reviews, FIT, FFT, MTF, IEP's and SARB
	4.1.3 Deliver monitoring of Probation case recommendations to Management Workgroup		<ul style="list-style-type: none"> <li>• Projected completion date – May 1, 2005.</li> <li>• Completed May 1, 2005</li> </ul>		Probation designate staff member to Case Review Workgroup
	4.1.4 Develop and provide training to staff on new monitoring criteria for Probation cases and implement		<ul style="list-style-type: none"> <li>• Projected completion date June 15, 2005</li> <li>• Completed June 15, 2005</li> <li>• Ongoing</li> </ul>		Various training resources utilized by Probation

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Strategy 4. 2 Collaborate with local agencies to monitor clients in home and provide counseling services to clients and influential members in their family.</b>		<b>Strategy Rationale<sup>1</sup> Monitoring and counseling family as a whole reduces recidivism case costs of detention and placements of clients.</b>			
<b>Milestone</b>	<b>4.2.1</b> Develop criteria for recommending and monitoring progress in the Functional Family Therapy Program	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date November 1, 2003.</li> <li>• Completed November 1, 2003.</li> <li>• Ongoing</li> </ul>	<b>Assigned to</b>	Probation designates staff with members of Children's protective Services and Mental Health to Case Review Workgroup
	<b>4.2.2</b> Training of staff on how to perform FFT		<ul style="list-style-type: none"> <li>• Projected completion date December 3, 2004.</li> <li>• Completed December 3, 2004.</li> <li>• Ongoing</li> </ul>		Training Workgroup-ongoing utilizing trainers from initial developers of the FFT Model.
	<b>4.2.3</b> Monitor Outcomes of clients who have completed FFT or participated in a minimum of three FFT sessions.		<ul style="list-style-type: none"> <li>• Projected completion date-October 15, 2004.</li> <li>• Completed October 15, 2004.</li> <li>• Ongoing.</li> </ul>		Probation designated staff member to Case Review Workgroup

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

- There are no changes expected in our systemic factors at the implementation of Sutter County's System Improvement Plan (SIP). As we analyze cases and work with our Interagency Collaborative Workgroup, we may identify a need to change some systemic factors.

**UPDATE**

- **There will be a need to track in CWS/CMS families who are receiving services/case planning and other services through other programs such as Settlement Conferencing, Wraparound, Linkages etc. This is being worked on by the Joint Application Review team.**

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

- The Training Workgroup will develop and train staff on any changes identified by the Case Review and Interagency Collaborative Workgroups.

**UPDATE**

- **A Training Needs Assessment was completed by the Training Workgroup. Further, the Training Workgroup has developed, scheduled and presented weekly trainings to address ongoing issues related to the SIP and other areas as identified by the Needs Assessment and Safe Measures (See Attachment B).**

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

- Current community partnerships will be strengthened and improved to achieve goals identified as necessary to improve this Outcome Indicator. Workgroups, along with input from the community, will work on improvement goal strategies identified during this process. Additional partner participation is necessary to meet the milestones within the timeframes set forth in this document

**UPDATE**

- **Community participation is an ongoing area to strengthen.**

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

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

- The major kinds of assistance/resources that would assist Sutter County in achieving improvements needing assistance from the California State Department of Social Services (CDSS) would be the continuance of full funding for CWS and Probation services. In addition, it is imperative that CDSS fund Sutter County with a staff position that would be responsible for quality control and quality assurance in the data operation of the CWS/CMS system. Finally, the availability of more flexibility in claiming funds is identified by Sutter County as important.

**UPDATE**

- **The recent funding source through competitive process for the Outcome Improvement Project through CDSS is a step in the right direction**

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>C.</b>					
<b>Outcome/Systemic Factor: Outcomes 1A and 1B – Recurrence of Maltreatment</b>					
<ul style="list-style-type: none"> <li>▪ <b>County’s Current Performance:</b> A review of our County’s current performance will consider all factors with regard to this indicator and if such factors have a negative or positive response toward child safety risk and well-being. In addition, the ethnicity coding for some individuals is inconsistent.</li> </ul>					
<b>Improvement Goal 1.0</b> Develop a plan to improve uniform coding for all individuals					
<b>Strategy 1. 1</b> Develop policy/procedure for uniform coding of ethnicity and language codes.			<b>Strategy Rationale<sup>1</sup></b> Consistent coding will allow for better tracking of ethnic and primary languages to families. This will also allow for earlier access to appropriate language and cross-cultural awareness.		
<b>Milestone</b>	1.1.1 Develop policy changes as needed and make recommendation to Management Workgroup	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date - May 1, 2005.</li> <li>• Completed May 1, 2005</li> </ul>	<b>Assigned to</b>	Ethnic/Primary Language Workgroup
	1.1.2 Deliver results of review and recommendations to Management Workgroup.		<ul style="list-style-type: none"> <li>• Projected completion date – May 1, 2005</li> <li>• Completed May 1, 2005.</li> </ul>		Ethnic/Primary Language Workgroup
	1.1.3 Develop and provide training to staff in new ethnicity coding		<ul style="list-style-type: none"> <li>• Projected completion date June 15, 2005.</li> <li>• See Attachment B</li> </ul>		Training Workgroup
<b>Improvement Goal 2.0</b> Determine if earlier intervention is possible					

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Strategy 2.1 Review statistical data and identify cases to be reviewed.</b>		<b>Strategy Rationale<sup>1</sup> Review of cases and statistical data will assist with identifying lessons learned in providing services and interventions to families</b>			
<b>Milestone</b>	<b>2.1.2</b> Review statistical data and identify cases for review of services/interventions.	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date – January 31, 2005</li> <li>• Completed January 31, 2005</li> </ul>	<b>Assigned to</b>	Case Review Workgroup
	<b>2.1.3</b> Deliver results of review and recommendations to Management Workgroup.		<ul style="list-style-type: none"> <li>• Projected completion date – May 1, 2005</li> <li>• Completed May 1, 2005</li> </ul>		Case Review Workgroup
	<b>2.1.4</b> Develop criteria/protocol to decrease rates of maltreatment.		<ul style="list-style-type: none"> <li>• Projected completion date April 1, 2005.</li> <li>• Estimated completion date October 1, 2005</li> </ul>		Case Review Workgroup
	<b>2.1.5</b> Develop training based on results of new criteria/protocol to decrease rates of maltreatment.		<ul style="list-style-type: none"> <li>• Projected completion date July 31, 2005.</li> <li>• Estimated completion date October 31, 2005</li> </ul>		Case Review Workgroup and Training Group
	<b>2.1.6</b> Training of staff on all new adopted policies completed		<ul style="list-style-type: none"> <li>• Projected completion date October 31, 2005.</li> <li>• Estimated completion date December 31, 2005.</li> </ul>		Training Workgroup
<b>Improvement Goal 3.0 Referral to community services.</b>					
<b>Strategy 3. 1 Determine what resources are available and how they can be accessed consistently by staff and families.</b>		<b>Strategy Rationale<sup>1</sup> Being able to consistently identify and access resources available to families within the community will help with the delivery of services to families.</b>			

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<b>Milestone</b>	<b>3.1.1</b> Review current resources.	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Projected completion date July 31, 2005.</li> <li>• Completed July 31, 2005.</li> </ul>	<b>Assigned to</b>	Community Resource Workgroup	
	<b>3.1.2</b> Develop procedure for accessing/developing community resources				<ul style="list-style-type: none"> <li>• Projected completion date – October 31, 2005.</li> <li>• On track</li> <li>• Ongoing</li> </ul>	Community Resource Workgroup
	<b>3.1.3</b> Beginning meeting with newly formed Interagency Collaborative Workgroup				<ul style="list-style-type: none"> <li>• Projected completion date November 15.</li> <li>• Underway since September 2004.</li> </ul>	Interagency Collaborative Workgroup – Interagency partners..

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

- Ethnic and Primary Language codes for Sutter County’s large East Indian population is not available in CWS/CMS. Need to look at this systemic factor and develop a consistent coding policy in order to be able to study this factor’s impact on how we are providing services to this population.

**UPDATE**

- **This has been addressed by the Ethnic/Language Workgroup – there is no adequate field in the system; however, the development of a consistent policy of which field is currently available to serve as appropriate is part of the training procedure that has been developed and will be trained on (See Attachment B).**

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

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

- Identify staff with experience/expertise in areas such as parenting/child development. Provide training to staff and community partners in order to improve services to parents.
  - Ensure that services such as Parent-Child Interaction Therapy (PCIT) and Multi-Dimensional Treatment Foster Care (MTFC) are readily available in community either by the service providers or trained staff contracted as service providers.

**UPDATE**

- **PCIT, MTFC and FFT are available to our clients. MTFC is a growing area which may also reflect positively in the Outcome areas which Sutter County will be looking at in the coming year – such as 3C – Stability of Foster Care.**

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

- Partners for funding – access to grant writing for services such as attorney to provide low/no cost legal advice for guardianship procedures/filing.
- Children and Families Commission – resource and referral center. Access information for existing program in Yolo County.

**UPDATE**

- **No access to low/no cost legal advice for guardianship procedures/filing has been identified at this time.**
- **The viability of a Resource and Referral Center has not been ascertained at this time.**
- **Both of the above areas need further follow up; however, the identification of community partners in a newly formed resource is the SutterHelps.org program which is accessible on-line to help other agencies and community members identify resources. Sutter County Human Services and Sutter County Information and Technology Department have set up a web-based interactive data collection base with information for eligibility pertaining to eighteen areas including, but not limited to: Food Stamps, Medi-Cal information Migrant Education, Veterans Services, Women, Infants and Children (WIC), Heating Emergency Assistance Program (HEAP); Housing Authority , In-home Supportive Services .**

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

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

- None

UPDATE

- No change.

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

**D.**

<b>Outcome/Systemic Factor: 3F – Rate of Foster Care Re-Entry</b>					
<b>County’s Current Performance: Sutter County had 17.3% subsequent entries within 12 months of a prior exit.</b>					
<b>Improvement Goal 1.0 System improvement – work with State CWS/CMS System Support Consultant to determine if data is being entered into the CWS/CMS system correctly</b>					
<b>Strategy 1. 1 Review Cases that generated statistics</b>				<b>Strategy Rationale<sup>1</sup> Looking at cases that effect this outcome will identify strategies to improve system input.</b>	
<b>Milestone</b>	1.1.1 Determine cases that have been incorrectly input into the system	<b>Timeframe</b>	• Completed April 2005	<b>Assigned to</b>	Pat Evans, Lead. CWS/CMS help desk, super users, system support, UCB Barbara Needell
	1.1.2 Develop protocols to rectify error in input		• Completed May 2005		Same
	1.1.3 Make recommendations to Management		• Completed June 13, 2005		Same
	1.1.4 Train and implement changes to system input		• Completed July 13, 2005		Training Workgroup
<b>Strategy 1. 2 Determine data that was incorrectly input</b>				<b>Strategy Rationale<sup>1</sup> Incorrect data influences negative statistics</b>	
<b>Milestone</b>	1.2.1. Develop Business Object report to identify cases that may have potential incorrect input	<b>Timeframe</b>	• Completed May 2005	<b>Assigned to</b>	CWS/CMS help desk
	1.2.2 Determine cases that were input incorrectly into CWS/CMS		• Completed June 9, 2005		Training workgroup and CWS/CMS help desk

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

	<b>1.2.3</b> Perform data clean-up		<ul style="list-style-type: none"> <li>Completed July 31, 2005</li> </ul>		Open cases- Social Worker of record. Closed cases – CWS/CMS help desk
<b>Improvement Goal 2.0 Reduce rate of re-entry into foster care</b>					
<b>Strategy 2.1 Review cases that were re-entries into foster care</b>			<b>Strategy Rationale<sup>1</sup> By reviewing cases it may provide information that can be utilized in order to make better decisions before children are returned to parents.</b>		
<b>Milestone</b>	<b>2.1.1</b> Determine cases to be reviewed	<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Completed April 2005</li> </ul>	<b>Assigned to</b>	Pat Evans – Lead. CWS/CMS help desk, super users, system support, UCB Barbara Needell
	<b>2.1.2</b> Determine how cases will be reviewed and identify results of review and commonalities and or indicators		<ul style="list-style-type: none"> <li>Completed May 2005</li> </ul>		Same
	<b>2.1.3</b> Review procedures and recommendations to Management Workgroup		<ul style="list-style-type: none"> <li>Completed June 13, 2005</li> </ul>		Same
	<b>2.1.4</b> Develop training based on results of review		<ul style="list-style-type: none"> <li>Completed June 30, 2005</li> </ul>		Training Workgroup
	<b>2.1.5</b> Training of staff on all new procedures		<ul style="list-style-type: none"> <li>Completed July 13, 2005</li> </ul>		Training Workgroup
<b><u>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</u></b>					
<ul style="list-style-type: none"> <li>Ongoing discussion regarding flaw in methodology of this outcome.</li> </ul>					

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"><li>▪ <b>Consultant and Training Workgroup identified training needs (See Attachment B).</b></li></ul>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <ul style="list-style-type: none"><li>▪ <b>Participation by CWS/CMS help desk, support staff and social workers in Joint Application Review process.</b></li></ul>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <ul style="list-style-type: none"><li>▪ <b>Need to establish correct methodology. In discussions with Barbara Needell and UCB.</b></li></ul>

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

E.

<b>Outcome/Systemic Factor: 1C - Rate of Abuse and/or Neglect in Foster Care Placement</b>					
<b>County's Current Performance: The July, 2005 baseline for Sutter County is at 0.55%. The state standard is 0.53%</b>					
<b>Improvement Goal 1.0 Reduce the rate of abuse/neglect in foster care</b>					
<b>Strategy 1.1 Develop relationship with Foster Family Agencies (FFA) to ensure Community Care Licensing (CCL) standards and county specific policies are met.</b>			<b>Strategy Rationale<sup>1</sup> Implement safe guards to protect children in foster care.</b>		
<b>Milestone</b>	1.1.1 Determine work group and assign staff to identify differences between FFA and county specific policies.	<b>Timeframe</b>	October 30, 2005	<b>Assigned to</b>	Placement Review Workgroup
	1.1.2 Establish a working relationship with CCL to share data that identifies abuse and/or neglect in FFA homes.		December 15, 2005		Placement Review Workgroup
	1.1.3 Develop recommendations to present to Management Workgroup.		May 15, 2006		Placement Review Workgroup
	1.1.4 Bring results back to management for review and discussion.		May 30, 2006		Placement Review Workgroup and Management Workgroup
	1.1.5. Implement to staff, as directed by management		June 30, 2006		Placement Review Workgroup and Training Workgroup
<b>Improvement Goal 2.0 Accurately reflect the rate of abuse and/or neglect in foster care.</b>					
<b>Strategy 2.1 Assess the information from the state to identify the case(s) of abuse and/or neglect in foster care.</b>			<b>Strategy Rationale<sup>1</sup> Ascertain whether the rate of abuse and/or neglect in foster care and FFAs is accurate and sufficiently documented.</b>		

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

Milestone		Timeframe	Assigned to
	2.1.1 Determine work group and assign staff to analyze case(s).	October 30, 2005	Placement Review Workgroup
	2.1.2 Develop criteria to review case(s).	December 15, 2005	Placement Review Workgroup
	2.1.3 Assign and review case(s).	January 10, 2006	Placement Review Workgroup
	2.1.4 Analyze case data as outlined in the most recent ACL 05-09.	March 15, 2006	Placement Review Workgroup
	2.1.5 Develop recommendations to present to Management Workgroup.	April 15, 2006	Placement Review Workgroup
<p><b><u>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Need to identify in conjunction with CCL and FFA placement workers possible factors contributing to abuse in foster homes.</b></li> </ul>			
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ <b>Establish periodic meetings with CCL and FFA representatives to more closely monitor families.</b></li> </ul>			
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ <b>Current partnerships with CCL and FFAs will be strengthened and improved to achieve goals identified as necessary to improve this outcome indicator.</b></li> </ul>			

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

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

- **More open communication with CCL workers and FFA placement workers and establishment of possible protocol/procedure changes.**
- **May effect licensing regulations, but unknown at this time what impact for change this area will effect. Will need support of other counties to bring about any regulatory changes.**

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

**F.**

<b>Outcome/Systemic Factor: 3A - Length of Time to Exit Foster Care - State</b>						
<b>County's Current Performance: Data from July 2005 quarterly report states that Sutter County is at 32.1% (study period July 1, 2003 to December 31, 2003). The State Standard is 57.2% or above.</b>						
<b>Improvement Goal 1.0 Increase twelve-month Reunification rates.</b>						
<b>Strategy 1. 1 Review Cases that generated the statistics for 3A for the twelve-month identified study period.</b>				<b>Strategy Rationale<sup>1</sup> An analysis of cases that entered foster care for the first time and reunified within twelve-months compared to cases that entered foster care for the first time and exceeded twelve-months of reunification. To identify differences.</b>		
<b>Milestone</b>	1.1.1 Determine work group and assign staff to analyze cases.	<b>Timeframe</b>	October 30, 2005		<b>Assigned to</b>	Case Review Workgroup
	1.1.2 Develop criteria to review cases.		December 15, 2005			Case Review Workgroup
	1.1.3 Assign and review cases.		January 10, 2006			Case Review Workgroup
	1.1.4 Identify common indicators.		March 15, 2006			Case Review Workgroup
	1.1.5 Develop recommendations to present to management workgroup.		April 15, 2006			Case Review Workgroup
	1.1.6 Bring results back to management for review and discussion.		April 30, 2006			Case Review Workgroup and Management Workgroup
	1.1.7 Implement to staff, as directed by management.		June 30, 2006			Case Review Workgroup and Training Workgroup
<b>Strategy 1. 2 Assess where the state is extracting data.</b>				<b>Strategy Rationale<sup>1</sup> To assure rate of reunification data is accurately reflecting actual outcome.</b>		

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

Milestone	1.2.1. Assign task to established workgroup to research where data is extracted from.	Timeframe	January 10, 2006	Assigned to	Systemic Review Workgroup
	1.2.2 Implement consistent data entry.		June 30, 2006		Systemic Review Workgroup
<p><b><u>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</u></b></p> <ul style="list-style-type: none"> <li>▪ To be addressed in Strategy 1.2</li> </ul>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ Court and State mandates are conflicted. Education of the Court, attendance of annual conferences such as Beyond the Bench, and other meetings may aid in this endeavor to increase understanding of reunification issues.</li> </ul>					
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ Closer collaboration between Court and CPS.</li> </ul>					
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ None identified at this time.</li> </ul>					

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

**G.**

<b>Outcome/Systemic Factor: 3E - Length of Time to Exit Foster Care to Reunification - Federal</b>					
<b>County's Current Performance: Data from July 2005 quarterly report states Sutter County is at 66.7% for study period January 1, 2004 to December 31, 2004. The State standard is at or above 57.2%.</b>					
<b>Improvement Goal 1.0 Increase Reunification rates within Twelve-Months.</b>					
<b>Strategy 1. 1 Review Cases that generated the statistics for 3E for the twelve-month identified study period.</b>			<b>Strategy Rationale<sup>1</sup> An analysis of cases that reunified within twelve-months compared to cases that exceeded twelve-months of reunification. To identify differences.</b>		
<b>Milestone</b>	1.1.1 Determine work group and assign staff to analyze cases.	<b>Timeframe</b>	October 30, 2005	<b>Assigned to</b>	Case Review Workgroup
	1.1.2 Develop criteria to review cases.		December 15, 2005		Case Review Workgroup
	1.1.3 Assign and review cases.		January 10, 2006		Case Review Workgroup
	1.1.4 Identify common indicators.		March 15, 2006		Case Review Workgroup
	1.1.5 Develop recommendations to present to management workgroup.		April 15, 2006		Case Review Workgroup
	1.1.6 Bring results back to management for review and discussion.		April 30, 2006		Case Review Workgroup and Management Workgroup
	1.1.7 Implement to staff, as directed by management.		June 30, 2006		Case Review Workgroup and Training Workgroup
<b>Strategy 1. 2 Determine where the state is extracting data.</b>			<b>Strategy Rationale<sup>1</sup> To assure rate of reunification data is accurate.</b>		

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

Milestone	1.2.1. Assign task to established workgroup to research where data is extracted from.	Timeframe	January 10, 2006	Assigned to	Systemic Review Workgroup
	1.2.2 Implement consistent data entry.		June 30, 2006		Systemic Review Workgroup
<p><b><u>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</u></b></p> <ul style="list-style-type: none"> <li>▪ Addressed in Strategy 1.2</li> </ul>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ Court and State mandates are conflicted. Education of the Court, attendance of annual conferences such as Beyond the Bench, and other meetings may aid in this endeavor to increase understanding of reunification issues.</li> </ul>					
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ Closer collaboration between Court and CPS.</li> </ul>					
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ None identified at this time.</li> </ul>					

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

**H.**

<b>Outcome/Systemic Factor: 3C - Stability of Foster Care - State</b>					
<b>County's Current Performance: Data from July 2005 quarterly report states that Sutter County is at 65.2% (study period January 01, 2003 – December 31, 2003). The State standard is at or above 81.6%.</b>					
<b>Improvement Goal 1.0 Decrease the number of placements for children in foster care.</b>					
<b>Strategy 1. 1 Review Cases where children had three or more placements during the study period.</b>			<b>Strategy Rationale<sup>1</sup> An analysis of cases where children had three or more placements compared to cases where children had less than three placements during the study period. Identify the differences.</b>		
<b>Milestone</b>	1.1.1 Determine work group and assign staff to analyze cases.	<b>Timeframe</b>	October 30, 2005	<b>Assigned to</b>	Case Review Workgroup
	1.1.2 Develop criteria to review cases.		December 15, 2005		Case Review Workgroup
	1.1.3 Assign and review cases.		January 10, 2006		Case Review Workgroup
	1.1.4 Analyze common indicators and differences in both data groups and determine elements that produced the increase in placements.		March 15, 2006		Case Review Workgroup
	1.1.5 Develop recommendations to present to management workgroup.		April 15, 2006		Case Review Workgroup
	1.1.6 Bring results back to management for review and discussion.		April 30, 2006		Case Review Workgroup and Management Workgroup
	1.1.7 Implement to staff, as directed by management		June 30, 2006		Case Review Workgroup and Training Workgroup
<b>Strategy 1. 2 Assess where the state is extracting data.</b>			<b>Strategy Rationale<sup>1</sup> To assure placement stability data is accurate.</b>		

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

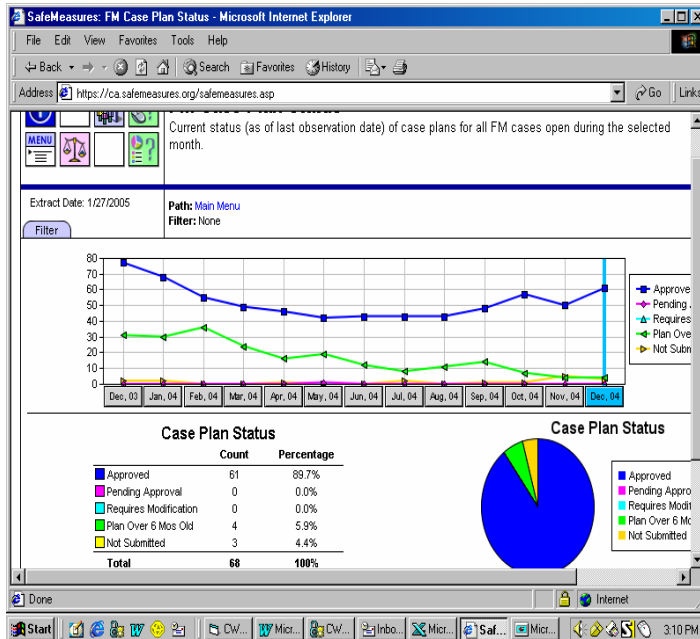
Milestone	1.2.1. Assign task to establish workgroup to research where data is extracted from.	Timeframe <sup>a</sup>	January 10, 2006	Assigned to	Systemic Review Workgroup
	1.2.2 Implement consistent data entry.		June 30, 2006		Systemic Review Workgroup
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <ul style="list-style-type: none"> <li>▪ <b>Addressed in Strategy 1.2</b></li> </ul>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ <b>Ongoing support and utilization of Settlement Conferencing.</b></li> </ul>					
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ <b>Closer collaboration with FFA's and other placing agencies and Foster Parents Association.</b></li> </ul>					
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <ul style="list-style-type: none"> <li>▪ <b>None identified at this time.</b></li> </ul>					

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

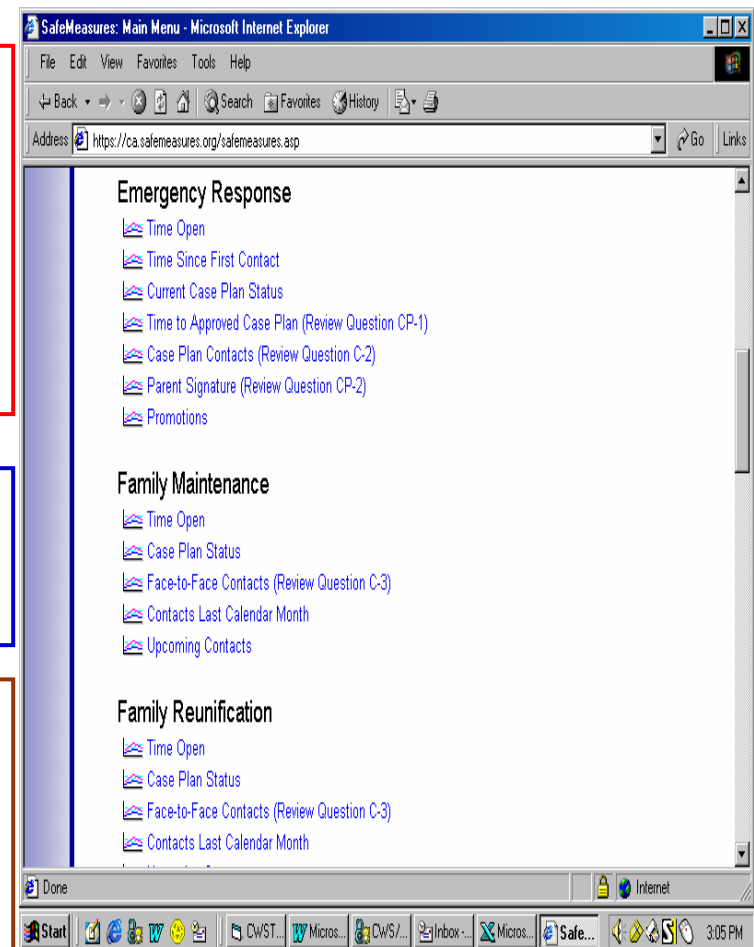
## FM Face-to-Face Contact Reminder

### ATTACHMENT A

- Remember to check Face to Face Contacts to see what you were/were not out of compliance on in previous month and correct.
- Check Upcoming Contacts-Due in Next Month, to see what is due in current month.
- Check Case Plan Status to verify all your cases are current for Case Plan. Any area with a count and percentage should be looked at.



Check : Pending, Requires Modification, Plan Over 6 Months Old, and Not Submitted, to verify you are not on the list. If you are something is wrong with your case plan.



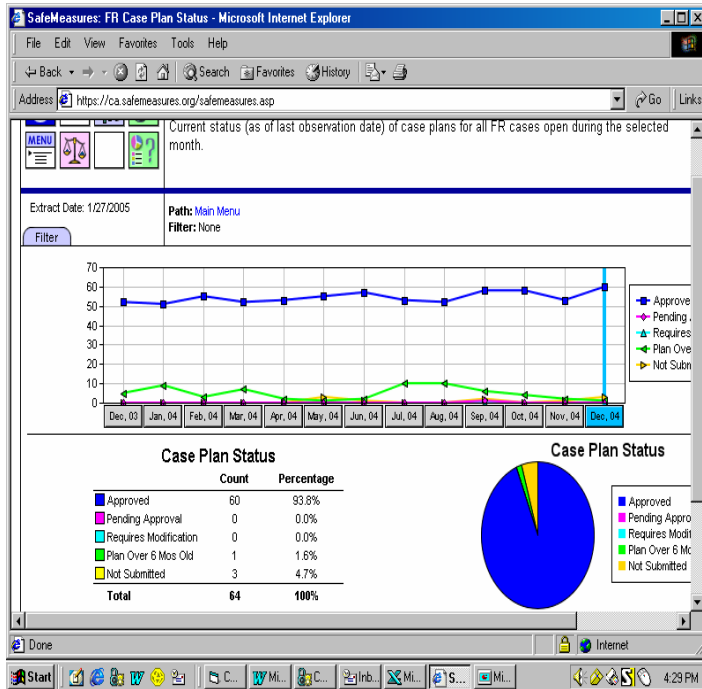
Recognized contact consists of:  
 Contact Purpose = **Deliver Service to Client**  
 Method = **In Person**  
 Status = **Completed**  
 Participant = **Client**  
 On-Behalf of Child = **Client**  
 Contact Party Type = **Staff Person/Child**  
 Case Management Service Type = **SW Plan Contact**

Case Plan Status -->-->-->  
 Face-to-Face Contact -->-->  
 Upcoming Contacts -->-->

If you are showing as out of compliance and you know you entered a F2F Contact, check the contact and make sure filled in correctly, and then check the case plan for a missing exception waiver or old ( passed end date).

## FR Face-to-Face Contact Reminder

- Remember to check Face to Face Contacts to see what you were/were not out of compliance on in previous month and correct.
- Check Upcoming Contacts-Due in Next Month, to see what is due in current month.
- Check Case Plan Status to verify all your cases are current for Case Plan. Any area with a count and percentage should be looked at.

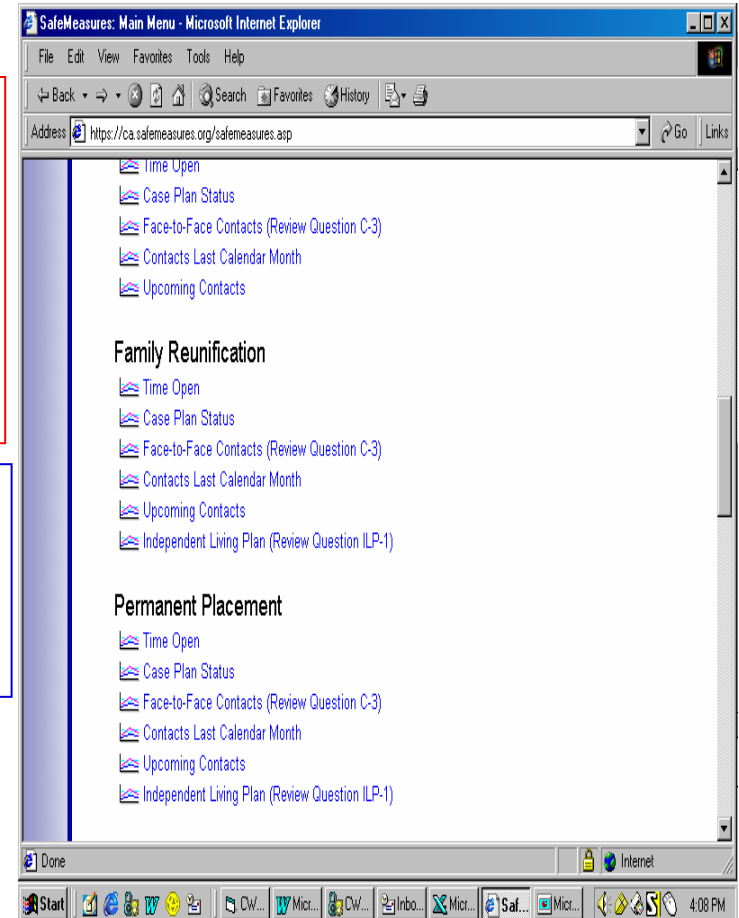


Check : Pending, Requires Modification, Plan Over 6 Months Old, and Not Submitted, to verify you are not on the list. If you are something is wrong with your case plan.

Recognized contact consists of:  
 Contact Purpose = **Deliver Service to Client**  
 Method = **In Person**  
 Status = **Completed**  
 Participant = **Client**  
 On-Behalf of Child = **Client**  
 Contact Party Type = **Staff Person/Child**  
 Case Management Service Type = **SW Plan Contact**

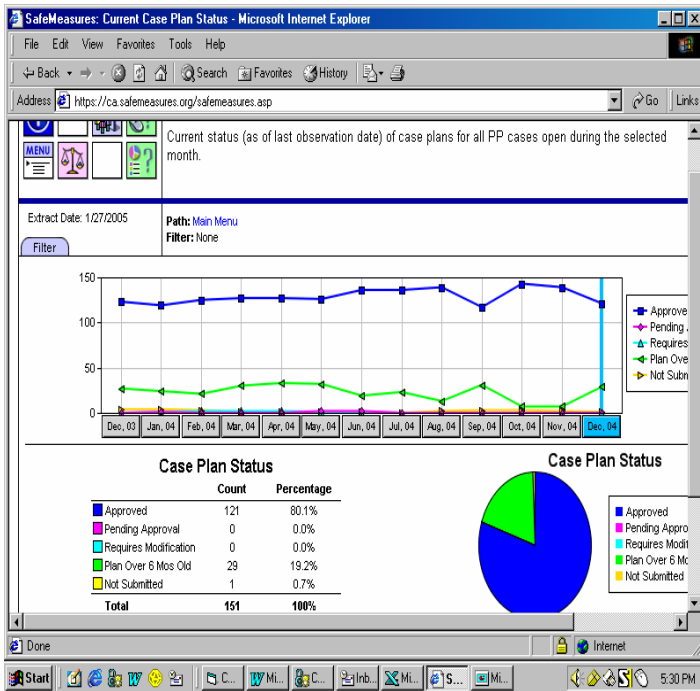
Case Plan Status -->-->-->  
 Face-to-Face Contact -->-->  
 Upcoming Contacts -->-->  
 Independent Living Plan -->

If you are showing as out of compliance and you know you entered a F2F Contact, check the contact and make sure filled in correctly, and then check the case plan for a missing exception waiver or old (passed the end date).



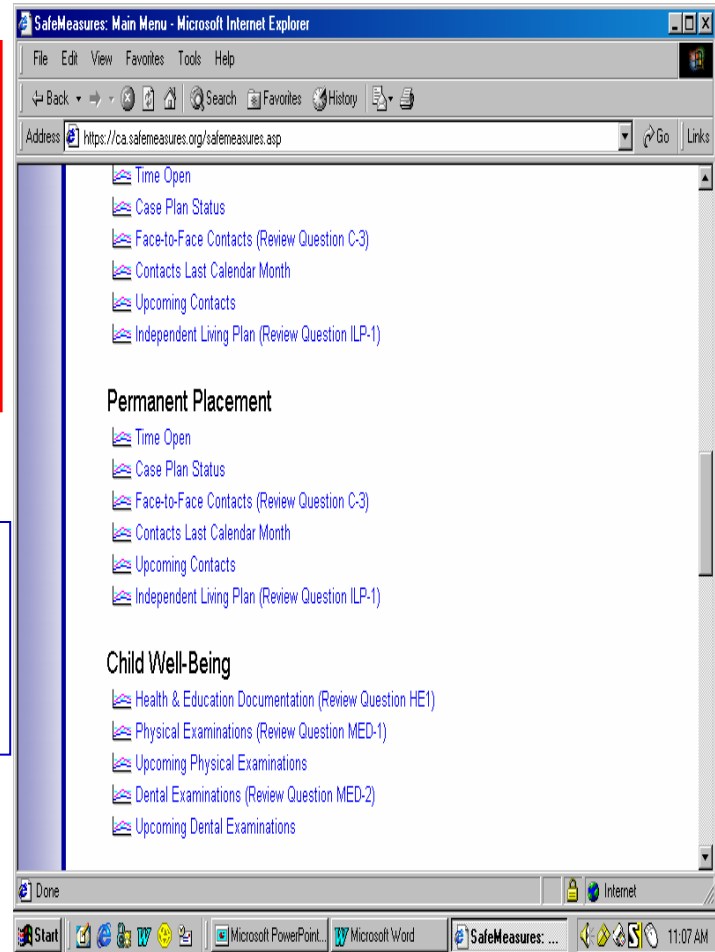
# PP Face-to-Face Contact Reminder

- Remember to check Face to Face Contacts to see what you were/were not out of compliance on in previous month and correct.
- Check Upcoming Contacts-Due in Next Month, to see what is due in current month.
- Check Case Plan Status to verify all your cases are current for Case Plan. Any area with a count and percentage should be looked at.



---<<<<<< **Check :**  
 Pending, Requires  
 Modification, Plan  
 Over 6 Months Old,  
 and Not Submitted, to  
 verify you are not on  
 the list. If you are  
 something is wrong  
 with your case plan.

Case Plan Status- -->---->  
 Face-to-Face Contact ---->  
 Upcoming Contacts-->---->  
 Independent Living Plan ->





# Caseload Tickler

*** Caseload Summary ***				
Name	Type of Assignment	Assignment Date	Case Service Component	Responsibility Description
	Primary	11/5/2004	Permanent Placement	needs case plan by 5/5/2005
	Primary	10/4/2004	Family Maintenance	
	Primary	2/2/2005	Permanent Placement	
	Primary	6/17/2003	Permanent Placement	
	Primary	1/19/2004	Family Maintenance	
	Primary	11/21/2003	Permanent Placement	
	Primary	10/4/2004	Family Maintenance	
	Primary	8/9/2004	Family Maintenance	
	Primary	8/9/2004	Family Maintenance	
	Primary	8/9/2004	Family Maintenance	
	Primary	12/21/2004	Permanent Placement	
	Primary	11/29/2004	Family Maintenance	



## ATTACHMENT B

### TRAINING GUIDE

TRAINING AREA	OUTCOME	DATE COMPLETED
Uniform coding ethnicity/language & uniform way to obtain this information	1A and 1B	09/27/05
Resource Guide	1A and 1B	To be announced
Working with non-cooperative parents, children and teens/ engaging clients.	1A, 1B and 2A	To be announced
MEDS Computer Training	2A	07/07/05
Interviewing skills training i.e. building rapport, being culturally aware/sensitive, obtaining detailed info, more thorough investigations	2A	To be announced
Develop protocol for investigating referrals	2A	To be announced
Relative Assessments	2A	5/31/05 & 09/27/05
CWS/CMS- Relative Assessments	2A	05/24/05
Civil Rights	2A	06/28/05
MEDS	2A	07/07/05
Ensuring investigation visits are done timely: 1 visit in 1-20 days, 2 visits in 11-20 days and 3 visits in 21-30 days	2B	To be announced.
Ensuring face to face contacts for FM, FR and PP are completed and entered into CWS/CMS in a timely manner	2C	05/12/05
Identifying appropriate Case Plan Exceptions and how these should be properly entered into CWS/CMS	2C	05/25/05
Entering a face to face contact in CWS/CMS so that it meets all criteria for CWS/CMS to recognize it as a contact.	2C	05/12/05
Outlook Calendar	2C	05/17/05
CWS/CMS- Case Plans, ILP Case Plans and entering contacts FM, FR and PP	2C	05/25/05
Organizational Skills	2C	To be announced.
Training on ICWA documents in CWS/CMS.	4E	02/16/05

<b>TRAINING AREA</b>	<b>SAFE MEASURES</b>	<b>DATE COMPLETED</b>
<b>FM, FR and PP Face to Face contacts</b>	Safe Measures	05/25/05
Ensuring CHDP Dental and Medical information is entered in a timely manner into CWS/CMS	Safe Measures	05/12/05
Timely Case Plans	Safe Measures	05/25/05
Parental Review/Signature of Case Plan	Safe Measures	05/19/05
ILP Case Plan Compliance	Safe Measures	05/25/05

<b>TRAINING</b>	<b>AB 636/Safe Measures/Systemic Factor</b>	<b>DATE COMPLETED</b>
Parental Review Signatures in CWS/CMS	Safe Measures	May 12, 2005
Paternity findings in CWS/CMS	Safe Measures	May 12, 2005
Termination of parental rights in CWS/CMS	Safe Measures	May 12, 2005
Steps for Timely Distribution of CHDP and HEP information	Safe Measures	May 12, 2005
Entering Placements in CWS/CMS	Systemic Factor	May 31, 2005
Guardianship Payment Only Cases	Systemic Factor	July 28, 2005
Trial Visits	Systemic Factor	July 28, 2005

<b><u>UCDAVIS</u></b>	<b><u>OUTCOME</u></b>	<b><u>DATE COMPLETED</u></b>
<b><u>TRAININGS</u></b>	2B	To be announced.
Advanced Strengths Based Practice for SWs-7 series core	↓	To be announced.
⇒ New Strategies with Better Outcomes	↓	To be announced.
⇒ Intercultural Communication Competency Training	↓	To be announced.
⇒ Tell It Like It Is: Hard Conversations from a Strengths-Based Approach	↓	To be announced.
⇒ Motivational Interviewing Using a Strengths-Based Approach	↓	To be announced.
⇒ Court Report Writing from a Strengths-Based Perspective	↓	To be announced.
⇒ Strengths Based Case Plans	↓	To be announced.
⇒ Teaming with Parents and Community Partners	↓	To be announced.

Engaging Non-Voluntary Clients	2B	To be announced
Motivating and Empowering Parents	2B	To be announced
Working with Resistant Clients	2B	To be announced
Advocacy in Education	2B	To be announced

Technical and Organizational Skills	2B	To be announced
Building Skills for Working with Families	2B	To be announced

**ATTACHMENT C**

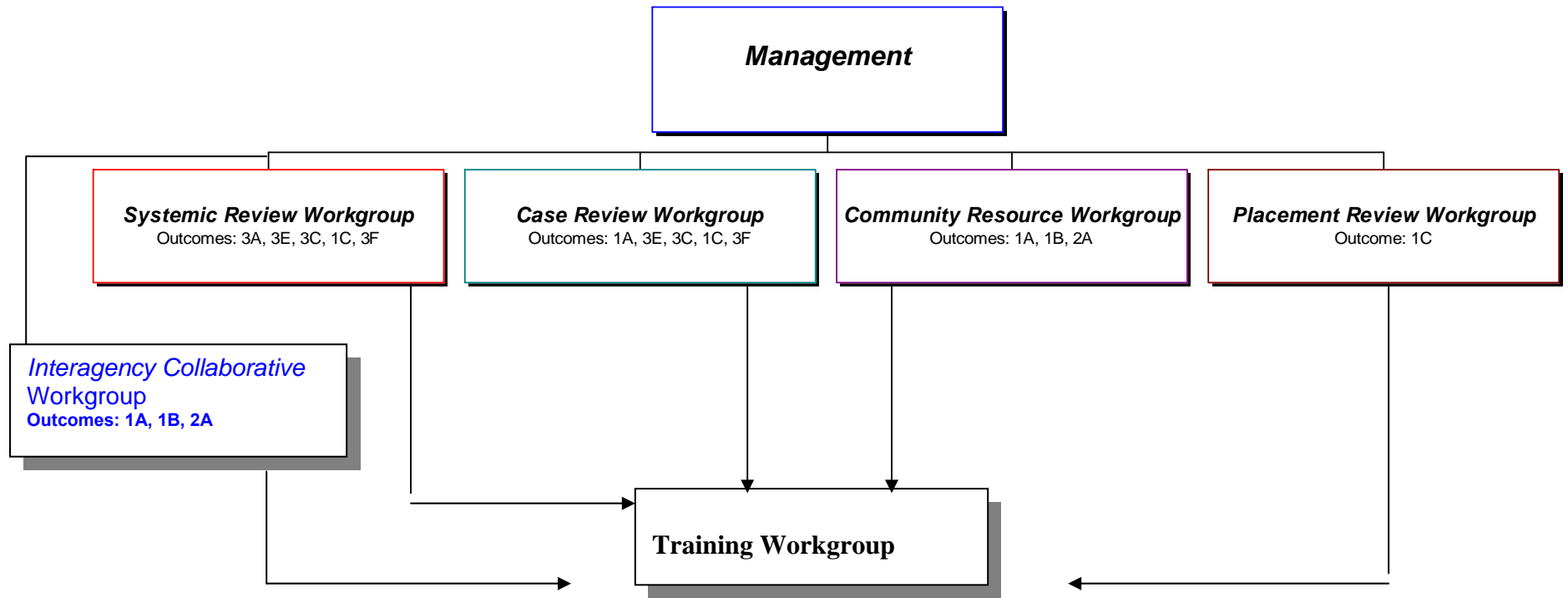
Milestone	Time frame	Results	Staff
The Sutter County Probation Department will maintain a level of collaboration by remaining involved in community meetings such as FAST, Placement Reviews, IEP's, MTFC, FFT, FIT and SARB, Gang Task Force	1-Jan-05	Achieved	
Deliver monitoring of Probation case recommendations to Management Workgroup.	5/1/2005	Achieved	
	1/1/2005	Achieved	
Develop monitoring criteria for Probation cases. The Case Plan is utilized by those juveniles involved in the Juvenile Court system as well as those juveniles monitored by the Probation Department. In both cases the juvenile is on probation.	15-Jun-05	Achieved	
Deliver Develop and provide training to staff on new monitoring criteria for Probation cases and management.			
Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/26/2005	Montgomery

Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/26/2005	Cross
Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/26/2005	Trezza
Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/26/2005	Sangston, W.
Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/26/2005	Sharma
Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/27/2005	DeAngelis
Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/27/2005	Alexander
Annual Juvenile Justice Legal Update Training	7/1/04-6/30/05	1/27/2005	Silva
Assessment & Intervention w/Adolescent Sex Offenders	7/1/04-6/30/05	10/27/2004	Spurgeon
Assessment & Intervention w/Adolescent Sex Offenders	7/1/04-6/30/05	10/27/2004	Barlean
Assessment & Intervention w/Adolescent Sex Offenders	7/1/04-6/30/05	10/27/2004	Hulsey
Assessment & Intervention w/Adolescent Sex Offenders	7/1/04-6/30/05	10/27/2004	Silva
California Assoc. of Supervisors of Child Welfare and Attendance	7/1/04-6/30/05	4/20-4/22/05	Sangston, W.
California Assoc. of Supervisors of Child Welfare and Attendance	7/1/04-6/30/05	4/21-4/22/05	Sharma
California Assoc. of Supervisors of Child Welfare and Attendance	7/1/04-6/30/05	4/21-4/22/05	Alexander
California Assoc. of Supervisors of Child Welfare and Attendance	7/1/04-6/30/05	4/21-4/22/05	Montgomery
California Juvenile Hearing Officers Association	7/1/04-6/30/05	2/4/2005	Alexander
California Juvenile Hearing Officers Association	7/1/04-6/30/05	2/4/2005	Silva
California Juvenile Hearing Officers Association	7/1/04-6/30/05	2/4/2005	Trezza
Case Plans that Lead to Permanency	7/1/04-6/30/05	1/18-1/19/05	Barlean
Case Plans that Lead to Permanency	7/1/04-6/30/05	1/18-1/19/05	Turner
Case Plans that Lead to Permanency	7/1/04-6/30/05	1/18-1/19/05	Bisby
Child Abuse & Neglect	7/1/04-6/30/05	4/15/2005	Bisby

Child Abuse & Neglect	7/1/04-6/30/05	4/15/2005	Sangston, C.
Child Abuse & Neglect	7/1/04-6/30/05	4/15/2005	Spurgeon
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Silva
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Moser
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Siemens
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Alexander
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Spurgeon
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Montgomery
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	DeAngelis
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Sangston, C.
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Barlean
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Hulsey
Children/Adolescents and Psychotropic Medications	7/1/04-6/30/05	10/11/2004	Bisby
Criminal Personality	7/1/04-6/30/05	12/7/2004	Moser
Criminal Personality	7/1/04-6/30/05	12/7/2004	Silva
Drug Endangered Children (DEC) Training	7/1/04-6/30/05	4/12-4/13/05	Hulsey
FFT Follow-up Clinical Training III	7/1/04-6/30/05	8/26/2004	Alexander
FFT Follow-up Clinical Training III	7/1/04-6/30/05	8/26/2004	Hulsey
Gang Strategies Workshop	7/1/04-6/30/05	2/18/2005	Schmidt
Gang Strategies Workshop	7/1/04-6/30/05	2/18/2005	Montgomery
Gang Strategies Workshop	7/1/04-6/30/05	2/18/2005	Hulsey
Gang Strategies Workshop	7/1/04-6/30/05	2/18/2005	Trezza

Gang Strategies Workshop	7/1/04-6/30/05	2/18/2005	Clemens
Gang Strategies Workshop	7/1/04-6/30/05	2/18/2005	Cross
Girls Circle Facilitator	7/1/04-6/30/05	10/27/2004	Cross
Girls Circle Facilitator	7/1/04-6/30/05	10/27/2004	Sangston, C.
Girls Circle Facilitator	7/1/04-6/30/05	10/27/2004	Sharma
Girls Circle Facilitator	7/1/04-6/30/05	10/27/2004	Montgomery
ICWA-Indian Child Welfare Act	7/1/04-6/30/05	2/16/2005	Siemens
Incest: Causes, Consequences & Intervention	7/1/04-6/30/05	4/12/2005	Montgomery
Incest: Causes, Consequences & Intervention	7/1/04-6/30/05	4/12/2005	Trezza
Juvenile Law/Case Update	7/1/04-6/30/05	12/8/2004	Sangston, W.
National Site Cert. Training-FFT Follow-Up Clinical Training III (Workshop)	7/1/04-6/30/05	12/3/2004	Alexander
National Site Cert. Training-FFT Follow-Up Clinical Training III (Workshop)	7/1/04-6/30/05	12/3/2004	Sangston, C.
National Site Cert. Training-FFT Follow-Up Clinical Training III (Workshop)	7/1/04-6/30/05	12/3/2004	Hulsey
Negotiating, Persuading, & Resolving Conflict	7/1/04-6/30/05	3/16/2005	Sharma
Negotiating, Persuading, & Resolving Conflict	7/1/04-6/30/05	3/16/2005	Cross
Negotiating, Persuading, & Resolving Conflict	7/1/04-6/30/05	3/16/2005	Barlean
Negotiating, Persuading, & Resolving Conflict	7/1/04-6/30/05	3/16/2005	Sangston, W.
P.O.'s Guide to Interpretation of Psych Reports	7/1/04-6/30/05	5/18/2005	Turner
P.O.'s Guide to Interpretation of Psych Reports	7/1/04-6/30/05	5/18/2005	Bisby
Partnership Training & Placement Fair	7/1/04-6/30/05	3/10-3/11/05	Siemens
Probation Caseload Management	7/1/04-6/30/05	1/19/2005	Siemens
Ready to Learn Conference-Helping Students Survive and Thrive	7/1/04-6/30/05	10/16/2004	Sharma

Reasonably Well Trained PO	7/1/04- 6/30/05	1/5/2005	Barlean
Reasonably Well Trained PO	7/1/04- 6/30/05	1/5/2005	Cross
Rights of Detainees in Juvenile Institutions	7/1/04- 6/30/05	3/8/2005	Turner
Rights of Detainees in Juvenile Institutions	7/1/04- 6/30/05	3/8/2005	Trezza
Supervision of Sex Offenders in the Community	7/1/04- 6/30/05	4/14/2005	Siemens
Supervision of Sex Offenders in the Community	7/1/04- 6/30/05	4/14/2005	Spurgeon
Supervision of Sex Offenders in the Community	7/1/04- 6/30/05	4/14/2005	Clemens
Threats in Our Schools & Communities-What are you Doing About it?	7/1/04- 6/30/05	3/9- 3/11/05	Cross
Threats in Our Schools & Communities-What are you Doing About it?	7/1/04- 6/30/05	3/9- 3/11/05	Sangston, W.
Violence Prediction Prevention	7/1/04- 6/30/05	2/8/2005	Turner
Working w/Adolescents Who Run Away from Residential Treatment	7/1/04- 6/30/05	5/19/2005	Bisby



**Attachment D**

**DEPARTMENT OF SOCIAL SERVICES**

744 P Street, Sacramento, CA 95814

September 22, 2005

Edward A. Fisher, Director  
 Social Services Department  
 P.O. Box 1535  
 Yuba City, California 95992

Dear Mr. Fischer:

CONGRATULATIONS! Pursuant to the application submitted in accordance with All County Information Notice(ACIN) I-42-05 your county will receive funding from the state Child Welfare Services Outcome Improvement Project (CWSOIP) budget. These funds for FY 2005/2006 support activities that are necessary to improve outcomes for children and families consistent with your county Self-Assessment and/or System Improvement Plan (SIP).

Your CWSOIP funds are for the following:

<b>Proposal / Sutter County</b>	<b>Total Recommended</b>
Contracted Services: Case Plan Mediator	\$52,878

You may immediately use this notification for planning purposes. You may not begin expending funds until you receive a County Fiscal Letter (CFL) from the California Department of Social Services (CDSS) that formalizes your county allocation. A separate CFL will be issued with the appropriate claiming instructions.

The project(s) being funded by the CWSOIP for your county will be administratively incorporated by CDSS into your county SIP for tracking purposes. Additionally, each county will be required by April 1, 2006 to provide a written status report on implementation and fund expenditures. Instructions will be provided under separate cover.

We look forward to working with you as you implement these program improvements. If you have any questions, please contact your county Child Welfare Service Operations analyst in the Children's Services Operations Bureau at (916) 651-8100 or e-mail your questions to [chldserv@dss.ca.gov](mailto:chldserv@dss.ca.gov)

Sincerely,



MARY L. AULT  
 Deputy Director  
 Children and Family Services Division