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Date: January 9, 2018

To: Chairman
Lassen County Board of Supervisors

From: Eric Nielson, Director 
Child and Family Services

Subject: Approval of Lassen County's 5 Year (2016-2021)
Child and Family Services Review (CFSR)
System Improvement Plan (SIP)

Background:

Child and Family Service and Juvenile Probation departments statewide are required to develop and submit System Improvement Plans (SIP) to the California Department of Social Services (CDSS). These plans address data and feedback gathered during the County Self-Assessment (CSA) process. Lassen County completed and submitted its CSA to CDSS on April 29, 2016.

This SIP is the collaborative product of both Child and Family Services and Juvenile Probation; with significant guidance and support from the CDSS Outcomes and Accountability Bureau and the Office of Child Abuse Prevention, who have reviewed and approved this SIP.

Fiscal Impact:

There is no impact to County General Fund.

Action Requested:

(1) Approve Lassen County's 2016-2021 CFSR SIP, and (2) Sign the Child and Family Services Review Signature Sheet.

California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☒ Progress Report ☐

County	Lassen
SIP Period Dates	2016-2021
Outcome Data Period	Q4 2015
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Public Agency Designated to Administer CAPIT and CBCAP	
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Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

Mail the original Signature Sheet to:

*Signatures must be in blue ink

Children's Services Outcomes and Accountability Bureau
 Attention: Bureau Chief
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California - Child and Family Services Review

System Improvement Plan

5/19/2016 – 5/19/2021



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Introduction

Lassen County Child and Family Services and the Lassen County Juvenile Probation Department have completed this System Improvement Plan (SIP) in accordance with the provisions of the Child Welfare System Improvement and Accountability Act (Assembly Bill 636). The California-Child and Family Services Review (C-CFSR), an outcome-based review mandated by AB 636, was passed by the state legislature in 2001 and is a cyclical process. This process begins with the identification and analysis of the current system through the Child Welfare and Probation County Self-Assessment (CSA) and Peer Review, and leads to development and implementation of solutions. These solutions are detailed in the SIP, and are tested through ongoing evaluations and revisions for continuous improvement. To meet the changing needs of the system over time, activities are monitored and may be updated through the annual System Improvement Plan (SIP) Progress Reports.

Lassen County Child and Family Services (CFS) and the Lassen County Juvenile Probation Department have worked toward continuous development, implementation, and evaluation of strategies to improve safety, permanency, and well-being of children. The SIP outlines strategies that Lassen County Child and Family Services and the Lassen County Juvenile Probation Department plan to implement over the next five years to improve outcomes for children and families. This SIP incorporates planning and strategies related to the Office of Child Abuse Prevention (OCAP) programs: Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) programs. This SIP incorporates the findings of the County Self-Assessment and Peer Review as mandated by AB 636.

Lassen County's SIP focuses on the following four goals for improvement:

- Increase the number of children who achieve permanency (reunification, guardianship, or adoption) within 12 months of their entry into foster care
- Reduce the number of children who re-enter foster care within 12 months of achieving permanency (reunification, guardianship)
- Increase timely response to investigation (10 day)
- Placing children in the least restrictive placement

The strategies selected to achieve these goals were identified through the CSA process using the following methods: gathering and analyzing information and data; collaboration with CDSS, participation in the Peer Review; and conducting focus group meetings with various stakeholders.

Additionally, focus groups of parents, foster parents, and youth in foster care, probation officers, social workers, and supervisors were conducted to obtain feedback about the quality of the Child Welfare and Probation systems. The following barriers were identified from stakeholder engagement: both the availability and access to needed services within Lassen County, few extracurricular activities for children and youth in Susanville, very few foster homes within the county, limited public transportation, and accessing resources through behavioral health.

Although CFS and Probation have developed a strong and active culture of information sharing and collaboration, this has not consistently extended to behavioral health which is the primary source of services (e.g., drug and alcohol treatment, group and individual counseling, anger management/domestic violence classes, assessments) for both agencies. Unresolved issues relating to confidentiality and timely access to information about programs and client progress was reported by stakeholders, in the peer review, and in the focus groups. Prevention, specifically providing community activity resources for children and youth, was identified as an area which did not seem to be a priority in the community or among current county policy makers. Both agencies recognized this need and committed to more public education around prevention and working aggressively with decision makers to develop a countywide plan to increase prevention efforts.

SIP Narrative

C-CFSR TEAM AND CORE REPRESENTATIVES

The Core Team members consist of staff from Lassen County Child and Family Services, the Lassen County Juvenile Probation Department, and the CDSS. During the CSA and SIP planning processes, the Core Team members met weekly at the onset and then two times a month, and provided input and analysis regarding the assessment of the county's priority needs and planned improvement strategies. The Core Team analyzed the services currently being provided in the community, barriers and gaps in services, community needs, and engaged with stakeholders to develop this System Improvement Plan (SIP).

Core Representatives

Name	Agency	Department
Katie Sommerdorf	CDSS	Outcomes and Accountability

Venus Esparza-Whitted	CDSS	Outcomes and Accountability
Jonathan Gayton	CDSS	Office of Child Abuse Prevention
Eric Nielson	Health & Social Services	Community Social Services
Lisa Chandler	Health & Social Services	Child & Family Services
Sara Gould	Probation	Deputy Chief Probation Officer
Jennifer Branning	Probation	Chief Probation Officer
Megan Paterson	Probation	Juvenile Division
Jennifer Mohr	Probation	Juvenile Division

PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE

A thorough analysis of data related to Safety, Permanency, and Wellbeing was completed as part of the County Self- Assessment (CSA) utilizing Berkeley (UCB) Child Welfare Indicators Project CSW Dynamic Report System (CCWIP). The CSA Baseline period used is Q4 2014, released April 1, 2015.

Quarterly data reports are generated by UCB which collect information from the Child Welfare Services/Case Management System (CWS/CMS), California's child welfare administrative data system. The state and federal outcomes data are grouped into the three categories:

Safety outcomes measure whether children are, first and foremost, protected from abuse and neglect and are maintained safely in their own homes whenever possible and appropriate.

Permanency outcomes measures whether children have permanency and stability in their lives and family relationships and connections of children are preserved. Permanency outcomes include reunification measures, adoption measures, measures for children in long-term care, and placement stability and preservation of family relationships.

Well-being outcomes measure whether children receive services adequately to meet their physical, emotional, educational, and mental health needs.

Selected Outcomes:

Lassen County Child and Family Services has chosen to focus on Outcome Measures:

- P1 Permanency in 12 months for children entering foster care,
- P4 Re-entry to foster care in 12 months,
- 2B Time to Investigation (10 Day), and

- 4B least restrictive placement.

Probation has chosen to focus on:

* P1 Permanency in 12 months for children entering foster care,

*4B least restrictive placement.

Child Welfare:

P1 Permanency in 12 Months for Children entering Foster Care

Of all children who enter foster care in a 12- month period, what percent discharge to permanency within 12 months of entering foster care?

QUARTER 4, 2014 – JANUARY, 2013 TO DECEMBER, 2013

Number of children who entered foster care in a 12-month period	Number of those children who discharged to permanency within 12 months of entering foster care	Baseline %	National Standard
42	21	50.0%	> = 40.5%

This focus outcome was chosen based on several meetings with stakeholders as well as with social workers and probation officers. While Lassen County CFS is currently compliant in this measure, the department wants to ensure that compliance is maintained and even improved upon during this SIP cycle. The practice of engaging families early has proven to be an excellent tool in meaningful change that can be demonstrated over a longer period of time when you engage the family earlier in the process.

The priority permanency plan is reunification. In Lassen County, there is a high rate of relative and Non-Related Extended Family Member (NREFM) placements (approximately 50%) and so often the family is estranged and damaged, often contributing to problems in timely reunification. Bringing these relatives and NREFMs into the conversation around reunification much earlier to increase our compliance in this measure is a goal for this SIP cycle.

CFS has utilized Family Team Meetings (FTM) on an irregular basis over the past two years, usually at the initial stages of a case or referral. Even with irregular use, FTM have been successful in increasing parent/child engagement, clearly identifying the safety issues and

identifying supportive family and friends for the focus child(ren) and parent(s). Considering the improved outcomes witnessed in the cases and referrals where FTM were used, CFS can likely rely on improvements to timely permanency should the department utilize the FTM on a more frequent and regular basis (Strategy 3). Understanding that family reunification is the top priority in achieving permanency within twelve months of entering foster care, improving our engagement efforts using FTM will assist in maintaining compliance and likely will improve compliance.

Very often, the families that CFS and Probation are involved with have extensive history with either or both CFS and Probation. It is uncommon that family members can't be identified however finding appropriate family members and/or friends who are willing and able to provide safety and permanency for a child can be a challenge. CFS and Probation have also come to understand that placement is not the only reason for finding healthy friends and family for the children and families we serve and will increase family finding efforts (Strategy 4). Keeping a child connected to someone in their life who is important to them and is willing to be a support to the child long term increases the child's stability, even if that person can't take placement of the child. Locating these important people and assisting in developing a strong relationship is another strategy to improve compliance in this measure.

P4 Re-entry to foster care in 12 months

Of all children who enter care in the 12-month period who discharged within 12 months to reunification or guardianship, what percent re-enter foster care within 12 months?

QUARTER 4, 2014 – JANUARY, 2012 TO DECEMBER, 2012

Number of children who discharged to permanency within a 12-month period	Number of those children who re-entered foster care within 12 months	Baseline %	National Standard
31	8	25.8%	< = 8.3%

This focus outcome was selected after analysis of the data over the past several years and input from the local stakeholders, probation officers and social workers. As is stated in the County Self-Assessment (CSA), the data indicates that Lassen County is currently out of compliance with this measure (national standard is 8.3%). The children who did re-enter foster case after reunification had parents with substantial substance abuse problems, mental health issues and

two of the children re-entered due to their own mental health issues. Additionally, of the seven children who re-entered in 2012, five of them were a sibling set.

Discussion during stakeholder meetings while developing the CSA identified several gaps in services, particularly mental health and substance abuse services, and communications with the social worker. The strategies selected to address these issues impacting compliance with this outcome measure are utilizing Family Team Meetings (FTM) (Strategy 3) and utilizing concurrent planning for every case from beginning to end (Strategy 2).

Family Team Meetings (FTM) have been identified as the strategy to improve communication between the family and social worker and help to identify and close gaps in services through engagement with the family and facilitation with service providers (Strategy 3). To ensure the success of FTMs CFS and Probation will:

- develop policy and procedure,
- develop and provide interagency training and facilitation of FTM,
- develop data collection methods to ensure Family Tea Meetings are occurring per departmental policies and procedures,
- and review compliance internally on a quarterly basis.

The consistent use of family team meetings should positively impact our compliance with measure P4 by ensuring that families and children are engaged in services to address the underlying substance use and mental health problems seen in those cases where there have been re-entries into care.

The utilization of concurrent planning for every case from beginning to end (Strategy 2) ensures that planning efforts are documented in all court reports, beginning with out of home placement dispositional reports. CFS and Probation are committed to ensure timely and detailed concurrent plans are being developed for preplacement youth by staff training for both the CFS and Probation departments. In addition, both CFS and Probation will ensure youth and their families are involved in concurrent planning and family findings are captured in all court reports and are explored during supervision with staff. Concurrent planning efforts will help to ensure connection to services for children and families before discharge that will lead to an improvement in compliance with this outcome measure.

Several other strategies have been discussed for ensuring safety after exiting foster care including: Safety circles, better access and utilization of Structured Decision Making (SDM), more in-depth assessments of family's strengths and needs, the development of an after-care regimen including the use of Kinship Care education, and a focus on developing stronger family connections. Further work is needed to develop these strategies that all aim to ensure that children who exit Foster Care are going to safe homes.

2B Timely Responses 10-Day response Compliance

Measure: Of the referrals received during a specific period of time requiring immediate of ten-day responses, what percentage of referrals were responded in a timely manner?

Quarter 4, 2014-October 1, 2014- December 31, 2014

The count of the referrals with "Contact" or "visit" within 24 hours of the referral receipt date for the immediate response type or within 10-days.	The child abuse and/or neglect referrals received,	Baseline %	State Standard
42	45	93.3%	>= 90.0%

In the process of preparing the County Self-Assessment an analysis of the data indicated that while the Lassen County Child and Family Services (CFS) was in compliance and has historically done well in this area, there is a trend of decline performance with regard to 10-Day investigations. Research into this trend revealed that contact is being made but is not being documented timely in CWS/CMS.

Several factors were identified as contributors to this trend including turnover both at the Social Worker and supervisory level, lack of local policy and procedure, and no structured system of monitoring the timeliness of data entry. Furthermore, the practice of the investigating social worker carrying the case through Juris, places an emphasis on the completion of court reports over documentation in CWS/CMS.

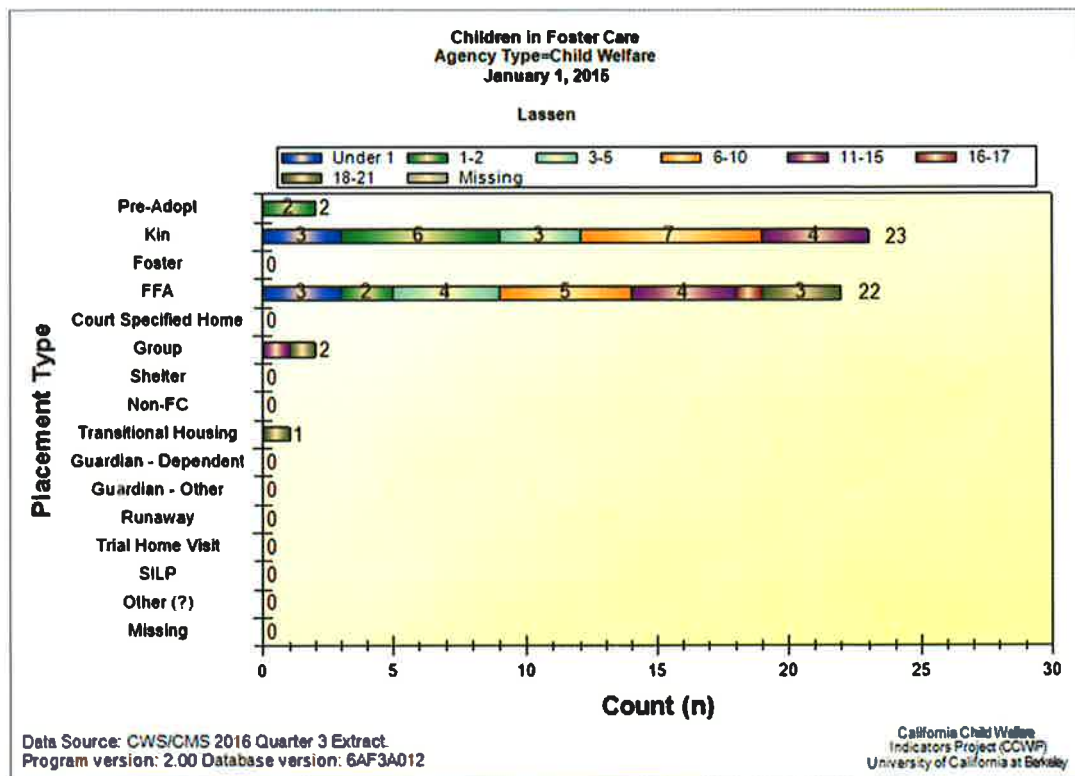
Ensuring all 10-day referrals have an attempted or compliant contact and the contact entered into CWS-CMS (Strategy 6) will directly impact this outcome measure. To support this change CFS will develop local policy and procedure, utilize Safe Measures for managing workload and supervisory monitoring, and making referral documentation a priority in supervisory and staff meeting discussions. The department will also change staff patterns to ensure adequate and trained ER workforce.

4B Least Restrictive Placement, Point in Time (PIT)

Of the children making first entries to foster care during a specified timeframe, what percentage are placed in the least restrictive settings? (There is no federal or state standard at this time for this measure).

QUARTER 4, 2014 – JANUARY 1, 2015 (POINT IN TIME)

Number of children in foster care (PIT).	Number of those children placed with relatives (PIT)	%	National Standard
50	23	46%	NA



Lassen County Child and Family Services (CFS) had a high rate of relative placements and a correspondingly significant reduction in Group Home placements going into the County Self-Assessment (CSA) as a result of focused efforts in the area of least restrictive placements. This

outcome measure was selected as a focus for the SIP due to the upcoming implementation of Resource Family Approval (RFA) and the overarching Continuum of Care Reform (CCR) and a desire to see further improvements in identifying and supporting relative and Non-Related Extended Family Member (NREFM) placements with the aim of increasing the rate of relative and NREFM placement to at least 60% by the end of the five-year SIP period.

Increasing family finding efforts (Strategy 4) and utilizing concurrent planning for every case from beginning to end (Strategy 2) were identified as strategies to support this plan objective.

The early identification and engagement of family members will be supported by the identification of a family finding tool, a policy and procedure for family finding and family engagement, and the development of a management tracking system to document and manage these efforts. While every family member identified may not be a suitable placement, an expanded circle of family ensures the availability alternatives for respite and permanency, and hopefully supports successful reunification.

Ensuring that concurrent planning is initiated and maintained through the duration of case supports the goal of least restrictive placement by engaging family or NREFM in the development of the plan for permanency, and address barriers or concerns in a timely manner. CFS will support this effort documenting concurrent plans in all court reports and monitoring this through supervision.

Probation

P1 Permanency in 12 Months for Children entering Foster Care

For the time period of January 2013 to December 2013 of the 22 Probation Youth entering foster care for the first time and remained in care for 8 days or longer, 3 youth (33.7%) reunified in less than 12 months. This is below the National Standard of 40.5%. Reunification within 12 months was a focus of the Probation Peer Review in August 2015.

QUARTER 4, 2014 – JANUARY, 2013 TO DECEMBER, 2013

Number of children who entered foster care in a 12 month period	Number of those children who discharged to permanency within 12 months of entering foster care	%	National Standard

22	3	33.7%	> = 40.5%
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Lassen County Probation is currently out of compliance with this measure and has been over time. Probation faces unique challenges in reaching timely reunification for significant subsets of its youth, especially sex offenders and serious violent offenders. Changing such behavior requires structured treatment programs, specialized staff, and more time in treatment due to the complexity of the conditions causing such behavior. Reunification and avoiding reentry cannot be successful in a vacuum which requires probation to work closely with the family to prepare them for the return of their son or daughter. Many of the Lassen County youth leaving placement do not want to return home and prefer to age out of the system through AB 12.

It should be noted, youth who cannot or will not be reunified with their family due to the nature of their offenses are not uncommon in probation placements. In the case of Juvenile Sex Offenders, the currently accepted treatment model for this population generally consists of 18 months to two years of intensive treatment. Additionally, some of those youth will engage in conduct resulting in removal from one placement to another placement.

The placement available for probation youth impacts permanency within 12 months. Probation youth are too often placed in group homes. These placements have the propensity to accept the probation youth who are high risk or engage in delinquent behaviors and have the level of supervision to safely provide rehabilitation services.

Despite the aforementioned challenges, according to the CSA, Lassen County Probation has found techniques to promote reunification to include good communication with families, carefully matching placement with the needs of the family, two or fewer placements and choosing local group home placements. With steps in place to promote reunification, the focus outcome which was decided upon came through collaboration with stakeholders, social workers and Probation Officers. The focus outcome is reasonable, obtainable and will assist in pushing to improving our efforts in reunification.

According to the CSA, the youth in Lassen County are in need of more local and less restrictive placement options, better communications with parents and placements, and more permanent placements. To promote permanency in 12 months, over the next five years Lassen County Probation will create a guardianship protocol for probation youth and increase our family finding efforts; this will assist in locating “forever homes” rather than placement. The Probation Department will identify and select a resource data base tool for family findings. We will ensure all officers are trained and utilize concurrent planning for every case from the

beginning to end to promote communications and alternative resources if permanency is not sustained. The Probation Department will work closely with Child Family Services to develop policy and procedures and officer training for family team meetings with the goal to increase communication and engagement between parents, the placement and service providers. As a strategy to promote permanency in 12 months, the Probation Department determined a need for creating a Guardianship Protocol. The Probation Department will create policy and procedures surrounding concrete steps for establishing potential guardianship case to ensure when youth are stable and rehabilitated a seamless transition to guardianship can occur. The Probation Department will collaborate with the Court to guarantee proper procedures in establishing guardianship. The Probation Department will reach out to the community to develop a list of local trainings for guardians and potential guardians. The above strategy will be collected and tracked to ensure effectiveness in promoting permanency in 12 months. The Probation Department will monitor the total number of guardianship cases within the department, track the number of youth requests for guardianship and the number of successful cases.

In the past, the Probation Department has utilized concurrent planning for permanency, however the efforts were not documented or tracked. To assist, the Probation Department will ensure detailed time lines are provided to officers. It will be expected that Probation concurrent planning efforts be documented in all placement court reports, to begin with the Dispositional report recommending out of home placement. CFS and Probation will collaborate to ensure timely and detailed concurrent plans are being developed for pre placement youth. CFS will assist to provide officers training in concurrent planning. The supervising Probation Officer will monitor court reports to ensure proper concurrent planning documentation is placed within the report and detailed in the case plan. A foreseen barrier to implementation would be the collaboration between Probation Officer and CFS social workers for arranging a feasible training schedule for both departments.

Probation Officers are familiar with Child and Family Teaming, however Family Team Meetings (FTM) are a new concept. With the successes CFS has seen with timely permanency with the use of FTMs; the Probation Department and CFS agreed it would be a strategy to utilize to improve our overall permanency in 12 months. CFS and Probation will develop policy and produces surrounding FTMs to ensure child and family safety and case plan development as a team effort to increase engagement within the team. To assist in officer understanding of the process, CFS and Probation will develop and provide interagency training in facilitating FTMs. CFS and Probation will develop data collection methods to ensure FTMs are occurring per departmental policies and procedures and review internally on a quarterly basis in Core meetings to ensure the strategy is assisting to improve the measure.

Increasing family finding efforts is also a new concept for Probation Departments, with the stigma around Probation youth, least restrictive placement and “forever” placement have always been a challenge the Probation Department has struggles with. In order to assist with permanency, the Probation Department and CFS will identify and select a resource data base tool for family findings. CFS and Probation will create a policy and procedure for family findings to include a protocol for engaging family participation in family finding efforts. The Probation Department fears family engagement and generational drug abuse will be a large factor in the implementation and outcome of the measure. To ensure the tool is being utilized to its full potential, we will locate and ensure participation in family engagement/family finding training to all probation officers and social workers. CFS will track the number of family searches and the engagement of the family on those cases yearly by generating an outcome report and delivering it to the Director and Chief.

The need to reduce placement necessity is a strategy chosen in hopes to utilize preventative measures to prevent removal and promote safety in families. The Probation Department will utilize the Wraparound process at first assessment if the youth is at imminent risk. Parent engagement and therapy will be noted in the beginning stages of a probation case to ensure all family members are seeking and receiving the proper services. A possible barrier to the success of this strategy is parental buy in. From the CSA, multigenerational substance abuse was noted as a factor on numerous occasions. Our efforts will have to focus on assisting with this resistance towards rehabilitation of youth and families. Efforts towards reducing placement necessity will be monitored by an overview of risk assessment and case plans.

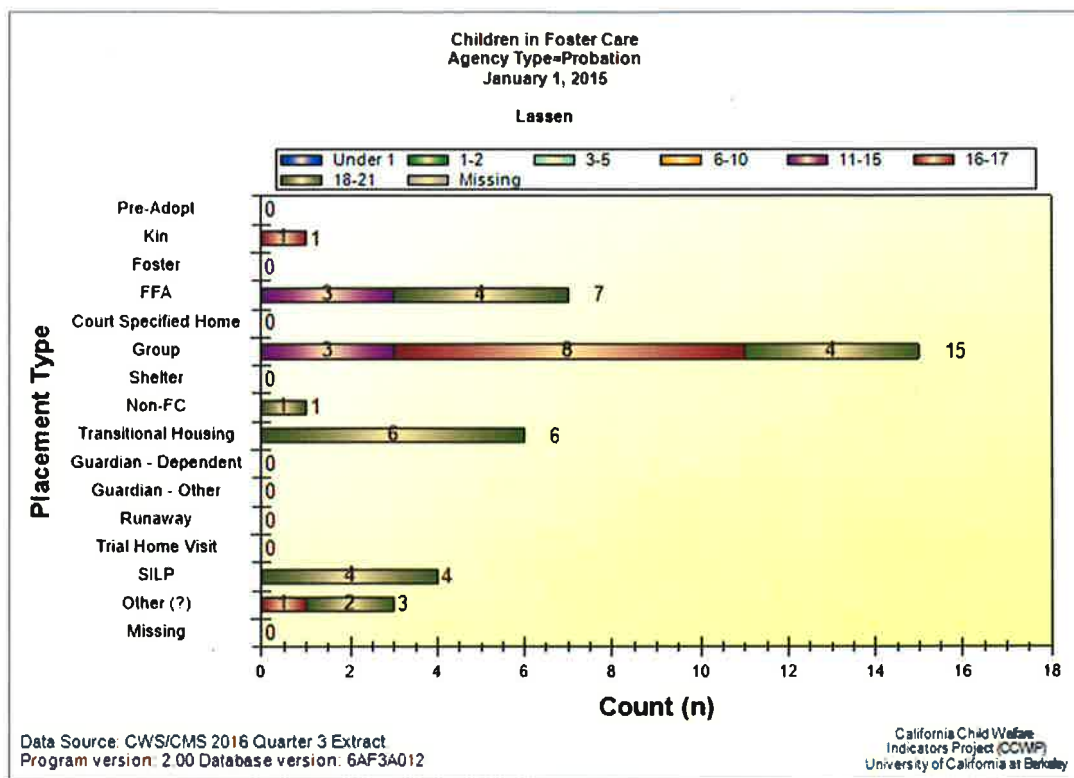
4B Least Restrictive Placement, Point in Time (PIT)

As of January 2015, there were 34 Probation youth placed in foster care. Of the 34 youth, 2.9% (1) were in relative placement, 20.6% (7) were in Foster Family Agency Placements, 38.2% (13) were placed in a group homes, 11.8% (4) were in Supervised Independent Living Placements (SILPs), and 17.6% (6) were in transitional housing.

QUARTER 4, 2014 – JANUARY 1, 2015 (POINT IN TIME)

Number of children in foster care (PIT).	Number of those children placed with relatives (PIT)	%	National Standard
34	1	2.9%	NA

Number of children in foster care (PIT).	Number of those children placed in group homes (PIT)	%	National Standard
34	13	38.2%	NA



Utilizing least restrictive placement continues to challenge Lassen County Probation. With the unique needs our youth demand, finding non-relatives and relatives willing to provide Probation youth a “forever home” or short term placement continues to be a struggle. According to the CSA, a large factor affecting least restrictive placement is a lack of local resources ranging from: alcohol and drug treatment programs, anger management, the absence of community activities for youth to available local placement options. Additionally, stakeholders reported the county and community have a lack of concern in regards to prevention efforts. A lack of successful communication between Behavioral Health and Probation was a reoccurring theme as well as the amount of unsuccessful Wraparound cases.

Least restrictive and permanency in 12 months have similar factors affecting our compliance with the national standard. Probation youth are difficult to place due to their delinquent behavior, criminal offenses, and mental health concerns. Many relatives or foster homes that are willing to care for a probation youth struggle and cannot provide the proper structure necessary to rehabilitate the youth. Some relative or foster homes refuse to take in a Probation youth due to the stigma surrounding their status in the criminal justice system. In order to find placement appropriate to meet youth rehabilitation needs, group homes at times are the only available options. With collaboration between the Court, group homes and the Probation Department, often youth will initially be placed in a group home to be transitioned to a foster home or host home once the youth is stable.

According to the CSA, Lassen County Probation has made efforts to reduce placement and utilize least restrictive placement to include increasing family engagement techniques, ensuring families have a voice in the case and case planning of the youth. Additionally, the use of least restrictive interventions, referral to Wraparound prior to placement, careful matching of youth to appropriate available placement, and Probation Officers ensuring permanent connections are grown and kept. The focus outcome to increase relative placement was chosen due to the steps the Probation Department has already made towards ensuring the use of least restrictive placement. The Probation Department believes the selected strategies will not only assist in decreasing the amount of group home placements and in turn increase the amount of relative placements; but will over time decrease the overall need for placement.

In order to decrease group home placement and increase relative placements for youth in need of placement, the Probation Department will over the next five years create a guardianship protocol for probation youth and increase our family finding efforts; this will assist in locating “forever homes” and create more opportunities for least restrictive placement. We will utilize tools within the department and other agencies to reduce placement necessity. This will include the use of family engagement activities, collaborative case planning, early and ongoing risk and needs assessments and collaborative meetings with Child and Family Services, Lassen Family Services and Behavioral Health.

As a strategy to utilize least restrictive placement, the Probation Department determined a need for creating a Guardianship Protocol. The Probation Department will create policy and procedure surrounding concrete steps for establishing potential guardianship in collaboration with the Court; to ensure when youth are stable and rehabilitated a seamless transition to guardianship can occur. The Probation Department will reach out to the community to develop a list of local trainings for guardians and potential guardians. The Probation Department will monitor the total number of guardianship cases within the department and track the number of youth requests for guardianship and the number of successful cases.

The Probation Department will ensure detailed timelines are provided to officers for the concurrent planning efforts. It will be expected that Probation officers concurrent planning efforts be documented in all placement court reports, to begin with the Dispositional report recommending out of home placement. CFS and Probation will collaborate to ensure timely and detailed concurrent plans are developed through officer trainings. The Supervising Probation Officer will monitor court reports to ensure proper concurrent planning documentation is placed within the report and detailed in the case plan. A foreseen barrier to implementation would be the collaboration between Probation Officers and CFS Social Workers for arranging a feasible training schedule for both Departments.

In order to assist with the location of least restrictive placement for Probation Foster youth, the Probation Department and CFS will identify and select a resource data base tool for family findings. A policy and procedure for family finding will be created to include a protocol for engaging family participation in family finding efforts. The Probation Department fears family engagement and generational drug abuse will be a large factor in the implementation and outcome of the measure. To assist in breaking the barriers to implementation we will locate and ensure participation in family engagement/family finding training to all probation officers and social workers. CFS will track the number of family searches and the engagement of the family on those cases yearly by generating an outcome report and delivering it to the Director and Chief.

The need to reduce placement necessity is a strategy chosen in hopes to utilize preventative measures to prevent removal and promote safety in families. The Probation Department will

utilize the Wraparound process at first assessment if the youth is at imminent risk. Parent engagement and therapy will be noted in the beginning stages of a probation case to ensure all family members are seeking and receiving the proper services. A possible barrier to the success of this strategy is parental buy in. From the CSA multigenerational substance abuse was noted as a factor on numerous occasions. Our efforts focus on assisting with this resistance towards rehabilitation of youth and families. Efforts towards reducing placement necessity will be monitored by overview of risk assessment and case plans.

Strategy 1 Create a Guardianship Protocol for Probation: P1 & 4B

As a strategy to promote permanency in 12 months and least restrictive placement, the Probation Department determined a need for creating a Guardianship Protocol. The Probation Department will create policy and procedures surrounding concrete steps for establishing potential guardianship case to ensure when youth are stable and rehabilitated a seamless transition to guardianship can occur. The Probation Department will collaborate with the Court to guarantee proper procedures in establishing guardianship. The Probation Department will reach out to the community to develop a list of local trainings for guardians and potential guardians. The above strategy will be collected and tracked to ensure effectiveness in promoting permanency in 12 months. The Probation Department will monitor the total number of guardianship cases within the department, track the number of youth requests for guardianship and the number of successful cases.

Strategy 2 Utilize concurrent planning for every case from the beginning to end: 4B & P4

Child Welfare

Lassen County CFS utilizes concurrent planning in all reunification cases however, most of the work around concurrent planning happens towards the end of the family reunification process. Concurrent planning needs to be discussed and a concurrent plan developed much earlier in the case than what is the current practice.

Therefore, Lassen County CFS Social Workers will actively facilitate and participate in concurrent planning and document the concurrent planning efforts in the court reports beginning at Disposition when the child is removed from the home. Active participation will include, but not be limited to, documented conversations in the case notes with parents,

children and caregivers, creating connectedness maps for parents and children and referrals to CDSS-Adoptions when appropriate.

Lassen County CFS will arrange for and support training of Social Workers and Probation Officers by staff members proficient in concurrent planning, this training will be provided in staff meetings. Follow up training and support will be provided in supervision. Social Worker Supervisors will monitor court reports to ensure that concurrent planning is documented in all reports and will provide updates to the Program Manager and Director on compliance.

Probation

In the past, the Probation Department has utilized concurrent planning for permanency and least restrictive placement, however the efforts were not documented or tracked. To assist, the Probation Department will ensure detailed timelines are provided to officers. It will be expected that Probation Officers concurrent planning efforts be documented in all placement court reports, to begin with the Dispositional report recommending out of home placement. CFS and Probation will collaborate to ensure timely and detailed concurrent plans are being developed for pre placement youth. CFS will assist to provide officers training in concurrent planning. The supervising Probation Officer will monitor court reports to ensure proper concurrent planning documentation is placed within the report and detailed in the case plan. A foreseen barrier to implementation would be the collaboration between Probation Officer and CFS social workers for arranging a feasible training schedule for both departments.

Strategy 3 Utilize Family Team Meetings: P1 & P4

Child Welfare

Lassen County CFS and Probation decided together to utilize Family Team Meetings (FTM) as a strategy to maintain or improve these outcome measures. The FTM will occur on a regular basis to ensure the safety needs of the children are being met, for developing the case plan with the family, to develop strong natural supports for the parents, to incorporate the Child and Family Team (CFT) meetings for children in out of home placement, as required by the Continuum of Care Reform, and to increase the parent's understanding and compliance with their case plan goals.

Lassen County CFS Supervising Social Workers and Lassen County Probation Supervising Probation Officer and Senior Deputy Probation Officer will work together to develop policy

and procedure regarding FTM to include the frequency of the FTM, the required participants and the framework of the FTM. The two agencies will provide interagency training in facilitation of the FTM on an ongoing basis where the Probation Officers will observe CFS client's FTM, practice their facilitation skills in case staffing and eventually facilitate their own FTM with their clients. Both departments will develop a data collection method to ensure FTM are occurring as delineated in the P&P and will jointly review the data on a quarterly basis.

CFS social workers and supervisors have been implementing Safety Organized Practice (SOP) over the past several years and all of the current social workers and supervisors are actively working with the SOP coach to learn how to, and become competent in facilitating FTM. CFS supervisors will work with the Probation department to train Probation Officers in the facilitation and framework of the FTM.

Another potential partner for collaborating in implementing is the County's team of Wraparound Facilitators who can provide access to additional training and tools and may be available to perform the role if facilitator in FTM at the request of CFS or Probation.

Probation

Probation Officers are familiar with Child and Family Teaming, however Family Team Meetings (FTM) are a new concept. With the successes CFS has seen with timely permanency with the use of FTMs; the Probation Department and CFS agreed it would be a strategy to utilize to improve our overall permanency in 12 months. CFS and Probation will develop policy and produces surrounding FTMs to ensure child and family safety and case plan development as a team effort to increase engagement within the team. To assist in officer understanding of the process, CFS and Probation will develop and provide interagency training in facilitating FTMs. CFS and Probation will develop data collection methods to ensure FTMs are occurring per departmental policies and procedures and review internally on a quarterly basis in Core meetings to ensure the strategy is assisting to improve the measure.

Strategy 4 Increasing Family Finding Efforts: P1 & 4B

Child welfare

Increasing efforts to find and engage family addresses many of the Child and Family Services objectives. CFS and Probation leadership will identify and select a resource data base tool for family finding. There are several options available such as Clear and Seneca.

CFS and Probation team members will develop a policy and procedure for Family Finding and include a protocol for engaging family members in said efforts to locate family members and friends.

Training will be required for both family engagement and family finding. These trainings and exercises will be available using internal trainings and meetings.

CFS will track the number of family searches and the engagement of the family on those cases yearly by generating an outcome report and delivering it to the Director and Chief.

Probation

Increasing family finding efforts is also a new concept for Probation Departments, with the stigma around Probation youth, least restrictive placement and “forever” placement have always been a challenge the Probation Department has struggles with. In order to assist with permanency and location of least restrictive placement, the Probation Department and CFS will identify and select a resource data base tool for family findings. CFS and Probation will create a policy and procedure for family findings to include a protocol for engaging family participation in family finding efforts. The Probation Department fears family engagement and generational drug abuse will be a large factor in the implementation and outcome of the measure. To ensure the tool is being utilized to its full potential, we will locate and ensure participation in family engagement/family finding training to all probation officers and social workers. CFS will track the number of family searches and the engagement of the family on those cases yearly by generating an outcome report and delivering it to the Director and Chief.

Strategy 5 Reduce Placement necessity for Probation Youth: P1 & 4B

The need to reduce placement necessity is a strategy chosen in hopes to utilize preventative measures to prevent removal and promote safety in families. The Probation Department will utilize the Wraparound process at first assessment if the youth is at imminent risk. Parent engagement and therapy will be noted in the beginning stages of a probation case to ensure all family members are seeking and receiving the proper services. A possible barrier to the success of this strategy is parental buy in. From the CSA, multigenerational substance abuse was noted as a factor on numerous occasions. Our efforts focus on assisting with this resistance towards

rehabilitation of youth and families. Efforts towards reducing placement necessity will be monitored by an overview of risk assessment and case plans.

Strategy 6 Ensure all 10-day referrals have an attempted or compliant contact and the contact entered into CWS-CMS: 2B

In order to support the timely completion of 10Day Contacts Lassen County Child and Family Services CFS will develop department policy and procedure. Provide training to staff trainings.

The Program Analyst will run monthly compliance reports using Safe Measures and support the Social Worker Supervisors monitoring timely data entry during supervision with social workers.

The Program Analyst will provide the most recent months' performance/compliance report by email to the Director and at all staff meetings

PRIORITIZATION OF DIRECT SERVICE NEEDS

The selection and prioritization of direct services needs to be funded with CAPIT, CBCAP and PFSS was driven by the County Self-Assessment process and subsequent discussions with the office of Child Abuse Prevention.

The evidence informed curriculum "Positive Parenting with a Plan" by Matthew A, Johnson PsyD MSW has been identified for the parenting education component of our direct services and is funded by CAPIT and CBCAP. This curriculum is administered by a local non-profit Lassen Family Services, and is an organized and structure approach to discipline in the home. More information regarding the program can be found at the California Evidence Based Clearinghouse www.cebc4cw.org.

The CSA identified as most risk of maltreatment those youths it families with generational history of instability with contributing factors of drug abuse and mental illness, these youths and families are often located in remote areas of the county.

Lassen County has implemented a comprehensive AB 12 Program (Fostering Connections) that is founded on collaboration and sharing of resources between CFS and Probation and Lassen Community College.

Lassen County also participates in the Continuum of Care Reform (CCR) Initiative including participation by leadership in statewide planning and training.

Katie A has been implemented in Lassen County and involves collaboration between CFS, Probation and Behavioral Health. These agencies worked together to develop and implement a screening and referral form. All children are referred for assessment after the disposition hearing or after a voluntary case plan has been signed.

5 – YEAR SIP CHART

Child Welfare

Priority Outcome Measure or Systemic Factor: P1 Permanency in 12 Months for Children entering Foster Care

National Standard: $\geq 40.5\%$

CSA Baseline Performance: 50.0%

Target Improvement Goal: The target improvement goal is to continue to maintain a performance exceeding the State Standard.

Priority Outcome Measure or Systemic Factor: P4 Re-entry to foster care in 12 months

National Standard: $\leq 8.3\%$

CSA Baseline Performance: 25.8%

Target Improvement Goal: The target goal is to reduce re-entry rate by 5% a year for a total of 20% by year five of the SIP.

Priority Outcome Measure or Systemic Factor: 2B Timely Response (10-day response compliance)

State Standard: $\leq 90\%$

CSA Baseline Performance: 93.3%

Target Improvement Goal: The target improvement goal is to continue to maintain a performance exceeding the State Standard.

Priority Outcome Measure or Systemic Factor: 4B Least Restrictive Placement

National Standard: NA

CSA Baseline Performance: 44% placement with relatives

Target Improvement Goal: The target goal is to increase placements with relatives and NREFMs to 60% by year five of the SIP.

Probation

Priority Outcome Measure or Systemic Factor: P1 Permanency in 12 Months for Children entering

National Standard: > = 40.5%

CSA Baseline Performance: 33.7%

Target Improvement Goal: The target improvement goal is to meet the National Standard of 40.5% by year five of the SIP.

Priority Outcome Measure or Systemic Factor: 4B Least Restrictive Placement

National Standard: NA

CSA Baseline Performance: 2.9% relative placements, 38.2% group home placement

Target Improvement Goal: The target improvement goal is to increase the number of relative placements and decrease the number of group home placements by year five of the SIP.

Strategy 1: Creating a Guardianship Protocol for Probation	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1: Permanency in 12 months for children entering Foster Care. 4b: Least Restrictive Placement <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Create a Policy and Procedure surrounding concrete steps for establishing potential guardianship for the Probation Department.	3/2017	01/2018	Supervising Deputy Probation Officer
B. Collaboration with the Court in regards to proper procedures in establishing guardianship in probation cases.	5/2016	9/2016 ongoing	Deputy Chief and Supervisor
C. Develop a list of local trainings for guardians and potential guardians.	08/2016	02/2017 ongoing	All Juvenile DPO's
D. Monitoring guardianship cases within the department by tracking youths requests for guardianship and successful finalization.	05/2016	09/2016 ongoing	All Juvenile DPO's

Strategy 2: Utilize concurrent planning for every case from beginning to end.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B: Least Restrictive 3-P4: Re-entry to Foster Care in 12 Months <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project		
	<input type="checkbox"/> CBCAP			
	<input type="checkbox"/> PSSF			
	<input type="checkbox"/> N/A			
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:	
A. CFS and Probation's concurrent planning efforts must be documented in all Court reports, beginning with out of home placement dispositional report.	03/2017	12/2017	Supervising Deputy Probation Officer All Juvenile DPO's Supervising Social Workers and Social Workers	
B. CFS and Probation will ensure timely and detailed concurrent plans are being developed for pre placement youth by offering staff training within the departments.	02/2017	12/2017 ongoing	Supervising Deputy Probation Officer Deputy Probation Officer Supervising Social worker CFS Staff Service Analyst	
C. CFS and Probation will ensure youth and their families are involved in concurrent planning by monitoring all court reports in supervision.	01/2017	12/2017	Supervising Deputy Probation Officers All Juvenile DPO's Supervising Social Workers Social Workers	

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Strategy 3: Utilize Family Team Meetings	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1: Permanency in 12 Months for children entering Foster Care. 3-P4: Re-entry to Foster Care in 12 Months. <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Implementation Date:	Completion Date:
A. CFS and Probation will develop policy and produces surrounding Family Team Meetings.	06/2017	06/2018
B. CFS and Probation will develop and provide interagency training in facilitating Family Team Meetings.	06/2017	12/2018 ongoing
		Person Responsible:
		Supervising Deputy Probation Officer Supervising Social Workers Program Managers CFS CFS Staff Service Analyst Deputy Chief Probation Officer
		Deputy Chief Probation Officer Supervising Deputy Probation Officer CFS Program Manager CFS Social Worker

C. CFS and Probation will develop data collection methods to ensure Family Team Meetings are occurring per departmental policies and procedures and review internally on a quarterly basis in CORE meetings.	06/2017	06/2018	CFS Staff Service Analyst DPO/Clerical Support Deputy Chief Probation Officer Supervising Deputy Probation Officer CFS Program Manager
Strategy 4: Increase Family Finding efforts.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1: Permanency in 12 Months for children entering Foster Care. 4B: Least Restrictive <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. CFS and Probation will identify and select a resource data base tool for family findings.	08/2016	11/2016	Deputy Chief Probation Officer Supervising Deputy Probation Officer CFS Program Manager CFS Supervising Social Worker
B. CFS and Probation will create a policy and procedure for Family Finding to include a protocol for engaging family participation in family finding efforts.	06/2017	12/2019	Juvenile Hall Staff Supervising Deputy Probation Officer CFS Program Manager CFS Staff Service Analyst

C. CFS and Probation will locate and ensure participation in family engagement/family finding training to all probation officers and social workers to include juvenile hall staff.	06/2017	12/2019	Supervising Deputy Probation Officer Chief Deputy Probation Officer Supervising Social Workers CFS Program Manager
D. CFS will track the number of family searches and the engagement of the family on those cases yearly by generating an outcome report and delivering it to the Director and Chief.	11/2016	01/2017 ongoing	Deputy Chief Probation Officer CFS Staff Service Analyst CFS Program Manager Supervising Social Workers
Strategy 5: Reduce Placement Necessity for Probation Youth	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1: Permanency in 12 Months for children entering Foster Care 4B: Least Restrictive <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Utilize Wraparound process in Imminent Risk Assessment early in the case to prevent removal.	01/2017	12/2017 ongoing	Supervising Deputy Probation Officer All Juvenile DPO's
B. Utilize early completion of department risk and needs assessment tool, to determine youth's service needs.	01/2017	12/2017 ongoing	Supervising Deputy Probation Officer All Juvenile DPO's All Juvenile Hall Staff

C. Ensure Terms and Conditions have specific terms ordering parents to engage in therapy and other appropriate services	03/2017	12/2017	Supervising Deputy Probation Officer All Juvenile DPO's
D. Efforts towards reducing placement necessities will be monitored by an overview of risk assessments and case plans.	03/2017	01/2018 ongoing	Supervising Deputy Probation Officer All Juvenile DPO's

Strategy 6: Ensure all 10-day referrals have an attempted or compliant contact and entered into the contact in CWS-CMS.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B: Timely Response (10 day Response Compliance) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Update department policy and procedure for data entry into CWS-CMS.	11/2016	07/2017	CFS Program Manager Supervising Social Workers
B. Deploy policy and procedures through internal staff training (social workers and supervisors).	08/2016	08/2017	CFS Program Manager Supervising Social Workers
C. Run monthly compliance reports using SafeMeasures and have supervisors monitor during supervision with social workers.	10/2016	05/2017	CFS Supervising Social Worker Supervising Social Workers Staff Services Analyst
D. Provide the most recent month's performance/compliance at all staff meetings.	10/2016	05/2017	CFS Supervising Social Worker CFS Program Manager

