

California - Child and Family Services Review

System Improvement Plan

2020-2025

Rev. 12/17



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Introduction

The System Improvement Plan (SIP) is the operational agreement between the county and state, outlining how the county will improve their system of care for children and families. The SIP includes a plan for how the county will utilize prevention, early intervention and treatment funds, specifically Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBPAP), and Promoting Safe and Stable Families (PSSF) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin. The SIP is a commitment to specific targeted and measurable improvements and is not intended to be the county's comprehensive child welfare plan. The SIP includes specific action steps, timeframes, and improvement targets and is approved by the Board of Supervisors and California Department of Social Services. To meet the changing needs of the system over time, SIP activities are monitored, and may be updated through the Annual SIP Progress Report.

During Yolo County's Self-Assessment process, data was collected via surveys, focus groups, Peer Review, and stakeholder feedback (peers, community partners, staff, parents, youth and resource families). Data was discussed and analyzed by representatives and stakeholders. Throughout the CSA process, many strengths and best practices were identified in addition to several areas needing improvement and gaps in service array which impacted entries to foster care, placement stability, permanency, as well as racial and ethnic disparities, both systemically and individually.

Yolo County Child Welfare and Probation worked collaboratively to select the Priority Outcome Measures and systemic factors to focus on for this System Improvement Plan. Child Welfare selected two systemic factors and one Outcome Measure. Child Welfare will focus on the systemic factors of Service Array and Foster and Adoptive Parent Licensing, Recruitment and Retention. Probation and Child Welfare both selected the Priority Outcome Measure 3-P1: Permanency within 12 months of entering care. The SIP outcomes were carefully selected based on the discussion, research, and analysis performed on each measure in addition to the feedback

received from stakeholders and the community. Strategies and actions steps have been developed to target and improve these identified areas where the most improvement is needed.

SIP Narrative

C-CFSR Team and Core Representatives

Yolo County prioritizes strengthening outcomes through rigorous Continuous Quality Improvement (CQI), data driven decision making and honest assessment of the areas where Child Welfare and Probation are making a difference and areas needing improvement. Beginning with the CWS Assessment in 2016, the Board of Supervisors (BOS) and County Administrator's Office (CAO) office have invested in and supported building capacity for improved CQI and resources to support improved practice.

Yolo County has a long history of agency and community collaboration. It was with this in mind that the process to conduct the County Self-Assessment was developed. In accordance with AB 636, Yolo County Child Welfare Services, Probation and the CDSS partnered together to plan, conduct and implement the Yolo County CSA. The C-CFSR core planning team included 1) the branch director, deputy branch director, program managers, supervisors, social workers and analysts from the Yolo County Health and Human Services Agency's Child Youth and Family Branch, 2) the program manager, supervisor and deputy probation officer from Yolo County's Probation Department, 3) consultants with the CDSS Outcomes and Accountability Section of the Performance and Program Improvement Bureau and the Office of Child Abuse Prevention, and 4) the consultant from the Child and Family Policy Institute of California (CFPIC) who was contracted by Yolo County to serve as a consultant, facilitator and event coordinator. Throughout the development of the CSA, the core planning team met regularly to ensure overall progress of all required activities was achieved in a timely manner.

The Yolo County C-CFSR team that regularly met during the planning stages of the CSA and Peer Review process include the following individuals:

Name	Position	Agency Affiliation
Karleen Jakowski	Branch Director	Yolo County HHSA, Child, Youth & Family Branch

Laura Nielsen	Program Manager	Yolo County HHSA, Child, Youth & Family Branch
Marisa Green	Program Manager	Yolo County HHSA, Child, Youth & Family Branch
Meghan Morris	Program Manager	Yolo County HHSA, Child, Youth & Family Branch
Tony Kildare	Program Manager	Yolo County HHSA, Child, Youth & Family Branch
Joni Lara-Jimenez	Senior Administrative Services Analyst	Yolo County HHSA, Child, Youth & Family Branch
Erica Jimenez	Social Worker Supervisor	Yolo County HHSA, Child, Youth & Family Branch
Rosanna Fierro	Social Worker Practitioner	Yolo County HHSA, Child, Youth & Family Branch
Mary Yung	Supervising Clinician	Yolo County HHSA, Child, Youth & Family Branch
Brandi Manerchia	Administrative Assistant Supervisor	Yolo County HHSA, Child, Youth & Family Branch
Rachelle Gayton	Division Manager of Operations	Yolo County Probation Department
Cynthia Anenson	Supervising Probation Officer	Yolo County Probation Department
Christina Tranfaglia	Senior Deputy Probation Officer	Yolo County Probation Department
Victoria Bueno	Analyst	California Department of Social Services, Outcomes and Accountability Section
LaFatima Jones	Analyst	California Department of Social Services, Office of Child Abuse Prevention
Leslie Ann Hay	Consultant	Child and Family Policy Institute of California

Yolo County sought participation of key community stakeholders as part of the CSA process. The following community partners and stakeholders attended at least one of the 17 stakeholder and core representative focus groups held between October 2019 and January 2020:

Yolo County HHSA Adult & Aging Branch	Yolo County HHSA Community Health Branch	Foster Kinship Education (FKCE)
Yolo County Court Appointed Special Advocates (CASA)	Yolo County Superior Court	Yolo County Multi-Disciplinary Interview Center
Yolo County Office of Education	Yolo County Counsel's Office	Yolo Crisis Nursery
County Administrator's Office	CommuniCare Health Centers	Empower Yolo
Youth Engagement Project	California Dept. of Social Services-Adoptions	Local Community Based Providers
CA Youth Connection	Children's Home Society of California	Yolo Crisis Nursery
Lilliput Families	First 5 Yolo	Parents, Youth in care
Child Abuse Prevention Counsel	Yolo County Children's Alliance	Resource Family Caregivers

Following their participation in the stakeholder focus groups, these partners were provided the opportunity to provide feedback, suggestions and suggested action steps related to the Outcome Data Measures and Systemic Factors selected and the associated strategies included in this SIP.

PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE

CHILD WELFARE STRATEGIES

Strategy 1:

Develop and implement a research-based Alternative Response (AR) program which provides evidence based services.

Systemic Factor:

Service Array

Justification Rationale:

The 2020 Yolo County Self-Assessment identified that there was a significant increase of children entering into foster care, and that the increase compounded previously existing disparities. The Agency has prioritized addressing these issues, seeking to decrease entries into foster care and to reduce racial and ethnic disproportionality and disparity, while maintaining or decreasing the low rate of recurrence of maltreatment by implementing an Alternative Response (AR) program to provide the lowest level of intervention necessary, while prioritizing child safety. Yolo County has gaps in its service array specifically related to serving children and families for which the safety concerns do not rise to the level of court intervention. A formalized AR program geared towards supporting low and moderate risk families will likely reduce the need for formalized CWS services in the future, ideally diverting the family from any CWS involvement.

From the 2020 CSA, we learned that during the five-year cycle the total number of children with allegations had increased 18.6%. The rate of substantiations of maltreatment increased from 8.2 children per 1,000 in 2014 to 11.2 children per 1,000 in 2018, an increase of 45%. While substantiations increased across all racial and ethnic groups, substantiation data showed that Black and Latino children were disproportionately represented in this increase. For Black children, allegations increased by 42% and substantiations increased 133%. For Latino children and youth, allegations decreased by 6% but substantiations increased by 37%. First entries to foster care

increased from an average of 125.6 children per year during the previous five-year review cycle to an average of 181.8 children per year, a 44% increase for this review cycle. In brief, the increases in children with substantiations and first entries to foster care disproportionately represent Black and Latino children.

Below are tables displaying the number of children with substantiations and entries to foster care, stratified by race/ethnicity.

Children with Substantiations

Race/Ethnicity	2014	2015	2016	2017	2018
Black	36	34	32	70	84
White	134	114	122	174	159
Latino	185	133	199	287	254
Asian/P.I.	5	6	8	13	11
Native Am.	4	14	2	9	7
Multiple	0	0	0	0	0
Missing	22	14	36	51	43
Total	386	315	399	604	558

Children with First Entries to Foster Care

Race/Ethnicity	2014	2015	2016	2017	2018
Black	14	16	9	35	54
White	46	46	48	71	71
Latino	47	68	93	134	131
Asian/P.I.	0	0	3	1	5
Native Am.	0	3	1	5	6
Multiple	0	0	0	0	0
Missing	1	0	0	1	0
Total	108	133	154	247	267

While many factors likely contributed to the increase of children entering foster care, two factors are of note. In 2015 and 2016, media surrounding a tragic child fatality elevated concerns from

community partners and stakeholders, and concern from the Yolo County Board of Supervisors, which resulted in a comprehensive assessment of the Child Welfare System in Yolo County. This thorough review of CWS, conducted by the Child and Family Policy Institute of California (CFPIC), included comprehensive data review and analysis and feedback from numerous focus groups of staff, community partners and stakeholders and ultimately resulted in a myriad of recommendations and the development of the Child Welfare Action Plan. This plan, directed at improving services, systems and outcomes, focused on the following priorities: child safety, partnerships, visitation, legal system, policies, procedures and training, timely permanency, service delivery, and agency staff and leadership. During this time, the agency also transitioned to new leadership. Significant staff turnover coupled with the turnover of the CWS leadership team had a tremendous impact on the local system and service delivery. Following these events, it is likely that the agency began employing more risk-averse practices aligned with the priorities outlined in the Child Welfare Action Plan. With no Alternative Response program in place, the implementation of the Child Welfare Action Plan, coupled with risk averse culture and policies, left agency Social Workers with fewer services available to safety plan with families to prevent the opening of a case or the removal of a child.

The 2020 Yolo County CSA identified areas in which improvements can be made to bridge gaps or improve processes to protect against institutional bias. “The agency has begun efforts to understand the increase in local racial/ethnic disparity by looking at poverty data and resource availability to see if substantiations and entries may occur at higher rates in certain areas based on these factors” (Yolo County CSA, p36-37). Efforts to “better understand the children and families who a) come to the attention of the agency, b) are the subject of an investigation, and c) have a result of a substantiation and/or case opening. Yolo County will continue to examine local prevalence data and explore specific decision points in the child welfare process including, but not limited to: prevention, reporting, investigation, out of home care and permanency. Racial and ethnic disparity exists throughout the child welfare process and the county has the task of understanding what is occurring and then responding to reduce disparity” (Yolo CSA 2020, p244). To ensure the Alternative Response program addresses the needs of all demographics, the Agency will utilize the RFP process to solicit bids from partners who will offer, or will develop, culturally relevant services. The Alternative Response program will serve all families in need and the Agency will be monitoring referrals, engagement and outcomes of the AR program to ensure equity across all racial and ethnic groups.

While foster care entries have increased during this cycle, Yolo County has maintained a low rate of recurrence of maltreatment, which reflects the percent of all children who were victims of a substantiated maltreatment allegation during a 12-month reporting period and were subsequently victims of another substantiated maltreatment allegation within 12 months of the initial substantiation. Yolo County has historically done well in this outcome measure and continues to do so. As outlined in the 2020 Yolo County CSA, Yolo remained below the national standard of 9.1% over the past five fiscal years, with a low of 5.8% in 2016-2017. The average rate of children with recurrence was 7.48% during this five-year period, which is below the national standard. Implementing an AR program will incorporate practices and oversight to ensure that the Agency is engaging at the lowest level of intervention that is safe and reasonable, and work within a safety framework to reduce entries into foster care, while maintaining this low recurrence of maltreatment.

Yolo County has selected implementing an Alternative Response program to reduce entries to foster care while maintaining or reducing the rate of recurrence of maltreatment because there is strong evidence that this is an effective strategy. The Children’s Bureau and Child Welfare Information Gateway published results from the implementation of AR programs in Arkansas, Nebraska and Washington. The results are compelling. Children in the AR program were significantly less likely to be removed from their homes. Families participating in AR services were also significantly less likely to have a subsequent CWS case opened within 3, 6, and 12 months from their participation in services.

Implementing an AR program is consistent with stakeholder feedback and the peer review from the 2020 CSA. Three priority themes in the CSA support the decision to implement an AR program: *Increase Prevention Efforts, Strengthen Teaming and Collaboration, and Improve Access to Quality Services and Supports* (Yolo CSA, pg. 196). AR meets these priorities due to flexibility and family engagement being embedded in the design of the program. AR programs remove the “one size fits all” approach. Rather, “it recognizes each family’s unique strengths and needs and addresses these in an individualized manner” (CDSS). Implementing an AR program significantly increases the Agency’s prevention efforts by placing services and supports up front, supporting families with the lowest level of intervention and ideally mitigating the need for future formal CWS involvement. Implementing an AR program also increases access to quality services and supports by engaging a community partner in providing high quality, accessible services to families in the community, prior to formal CWS involvement.

Action Steps:

- A. Research, review and select a research-based Alternative Response (AR) model.
- B. Develop Request for Proposal (RFP) to solicit bids to for a contracted provider to execute the AR model selected. Review proposals and select a provider. Execute contract with provider, develop RBA performance measures for AR program.
- C. Develop agency policy and procedures to reflect the AR program referral process and follow-up for Path I and Path II referrals.
- D. Develop and provide initial and ongoing training on new policy and procedures to all staff.
- E. Include AR staff in team/group staffings following implementation.
- F. Implement Path I and Path II Alternative Response Program in partnership with community based organization.
- G. Monitor and evaluate strategy quarterly and annually by: SafeMeasures (recurrence of maltreatment and referrals subsequent to an evaluate out), entries & case openings (stratified by race and ethnicity), RBA data from contracted provider including AR referrals completed, % who actively engaged, 6-12 month follow up after AR engagement, stratified by race and ethnicity. Quarterly SIP branch leadership meeting to review the above and adjust strategy as needed.

Evaluating and Monitoring:

Yolo County will take the following steps to evaluate and monitor progress for this strategy:

- Quarterly monitoring of SafeMeasures Reports: Recurrence of Maltreatment and Referrals subsequent to an Evaluate Out.
- Quarterly and annual monitoring of case openings and entries to foster care, stratified by race and ethnicity.
- Quarterly and annual monitoring of RBA data from contracted provider to include (but not limited to): # of AR referrals completed, % of referrals that led to engagement in program, 6-12 month follow up with family following AR engagement, 6-12 month follow up to determine if family has had subsequent CWS referrals or investigations. All RBA data will be stratified across race and ethnicity to ensure equity for populations referred and served.

- Quarterly SIP Evaluation Meeting: Branch leadership will meet quarterly to discuss all SIP strategies, review RBA data, review all other evaluative methods and determine if strategy adjustments are needed.
- Systematically identify practices that have a positive impact, and those that have unintended consequences, and seek to course correct by revising practice or implementing a change in practice.

Partner Agencies:

Yolo County Health and Human Services Agency works with an array of contracted and non-contracted community-based service providers. It is our intention to be inclusive and to explore and leverage resources from the array of providers, all with the goal of providing a robust and diverse menu of services within this Alternative Response program. We recognize that best engagement arises from ensuring that clients have voice and choice and can identify services/programs that meet the needs of individuals/families, while recognizing that one size does not fit all. Yolo County seeks to build a network of services, through the chosen provider, that embrace culture needs, socio-economic differences, language, gender inclusivity, and special populations. In areas that these services do not exist, the Agency will seek to build the local network of providers through RFP based contracting processes. The Agency intends to develop a partnership with a community-based organization in building and implementing the AR program.

Systemic Changes Identified:

Yolo County Child Welfare will need to develop and implement policies and procedures to reflect the AR program. These policies and procedures will need to address the referral process for Path I and Path II as well as agency follow up on referrals to ensure engagement. With the implementation of the AR program, it is anticipated that there will be systemic changes in the referral and case decision making process due to the increased service array available through the AR program. We anticipate greater consistency in safety assessments and utilization of formal safety tools as the staffings of case openings and referrals to AR are implemented.

Training Required:

Yolo County CWS has a renewed commitment with emphasis on training social workers, supervisors, and support staff, to include, but not limited to course work in the broad topic areas of; Assessment and Interviewing, CFT, CANS, CORE, Engagement and Teaming, Health and Well Being,

Review, Evaluate and Direct (RED) Teams, and Safety Organized Practice (SOP). The primary training needed to implement the AR program will be to train staff on the policy and procedure that will be developed. Staff will be trained to identify Path I and Path II referrals, how to complete the referral and any follow up required. Training for the contracted provider to deliver the services will be needed, specifically around client engagement, safety assessments, SOP, needs assessments and case management.

Technical Assistance Needed:

At this time, technical assistance is not anticipated.

Strategy 2:

Increase the number of local unmatched resource homes and relative homes through renewed recruitment and retention efforts in collaboration with community partners.

Systemic Factor:

Foster and Adoptive Parent Licensing, Recruitment and Retention.

Justification Rationale:

As identified in the 2020 Yolo County Self-Assessment, Yolo County has continued challenges in recruiting and retaining local Resource Families that have the capacity, training and experience to meet the needs of foster children and youth. Having insufficient local Resource Family homes has also been identified as a strategic priority for “Thriving Residents: Children” section in the 2020-2025 Yolo County Strategic Plan. To achieve this, the County intends to: “Support social, economic and physical environments which promote good health and protect vulnerable populations so that community members and future generations have the opportunity to learn and grow to their full potential.” With respect to children, the County Strategic plan will be looking at two metrics related to Child Welfare: the number of Resource Family homes and the percent of CWS dependents placed within the county and within the region. The alignment of the 2020 County Self-Assessment and the 2020-2025 County Strategic Plan solidifies the need for increasing the number of local Resource Family homes through recruitment and retention efforts.

Yolo County recognizes that there is a significant need to ensure that the first placement is the best placement, in the least restrictive setting, preferably with relatives, and within the child or youth’s community of origin. When children or youth are placed out of county and away from their

community, the likelihood that there will be at least one placement move to locate them closer to their community of origin increases. Often, we observe multiple placement moves for children and youth, with the first to move the child or youth closer and a subsequent move to place with a relative or in a concurrent home. Placement moves are undesirable, create additional trauma for the child, and increase the likelihood of poor outcomes. Recruitment and retention of capable, local relative and non-relative homes through renewed recruitment and retention efforts should reduce the number placement moves and maintain more children and youth in their community of origin.

The following illustrates the number of children and youth in placement (children 0-17 and non-minor dependents) in July 2020 by location. It is notable that significantly more youth (306) were placed out of the county compared to the number placed in Yolo County (189). This emphasizes the need to increase the number of Resource Family and relative homes within Yolo County to meet the needs of children and youth in placement.

	# of Youth	FC	Rel	Self	Guard
Yolo County	189	111	48	19	11
Out of County	306	204	76	23	3
Sacramento	152	93	47	10	2
Nearby Counties (<i>Sutter, Yuba, Butte, Solano, Colusa</i>)	62	44	14	3	1
Other Counties	83	66	10	7	0
Other States	9	1	5	3	0
<i>Data Source: Yolo County CWS Case Management System.</i>					
<i>FC (foster care), Rel (Relative or Dependent Guardianship), Self (18+ Supervised Independent Living)</i>					

Looking historically at the placement location of CWS dependents, we can see a decline in the percent placed within Yolo County and an increase in the percent of children and youth placed within the region. While placing a child or youth close to their community of origin is preferable to being a significant distance away, even placement in an adjacent county often results in a change in school enrollment, challenges to visitation with family, and losing some community connections. We attribute the increase in dependents placed within adjacent counties, but not within Yolo County, to be due to the increased number of children and youth in foster care and the lack of available resource homes within Yolo County to meet that need.

Placement Location	July 1, 2017	July 1, 2018	July 1, 2019	July 1, 2020
Out of State	9	5	10	13
Nearby County*	40	41	59	77
Other County	81	82	110	111
Sacramento	121	142	148	193
Yolo	189	203	186	202

*Nearby counties: Sutter, Yuba, Butte, Solano & Colusa

	2017	2018	2019	2020
% of dependents placed within Yolo County	43%	43%	36%	34%
% of dependents placed within the region*	37%	39%	40%	45%

* Region includes Sacramento, Sutter, Yuba, Butte, Solano & Colusa Counties

In addition to the geographic consideration, Yolo County observes a racial/ethnic disparity across placement types for foster children and youth. Using Federal Outcome Measure 4B (2) Least Restrictive Placement (predominant placement), we can see the disparity specifically for Black children and youth being disproportionately placed with non-relatives.

The following table shows the average percentage of children and youth (stratified by race/ethnicity) between fiscal years 2014-2018 whose predominant placement type (Outcome Measure 4B-2) was in a relative or Non-Related Extended Family Member (NREFM) home.

Placed with Relative/NREFM	Yolo County	California
Black	9%	16.4%
White	33.7%	21%
Latino	54.8%	56.5%

Yolo County has similar rates of relative placement for Latino children and youth, higher rates for White children and youth, but trends behind the State average for Black children and youth in relative placement by a significant margin.

The following is a break-down of Yolo County's location of first placement (4B-1) as a percentage averaged over fiscal years 2014-2018. Highlighted here is Yolo's success of home-based

care versus congregate care as a child or youth’s first placement location. We also observe the relatively low representation of children and youth being placed with a relative or NREFM placement initially. With the goal of having the first placement be the best placement, we will strive to increase the percentage of all children and youth placed with a relative/NREFM placement initially.

Least Restrictive Placement (first placement)	Yolo County	California
Relative/NREFM	17.7%	28.4%
Foster Home	45%	18.2%
FFA	35.1%	39.5%
Group Home/STRTP	1.3%	11%
Other	1%	3%

Based on the number of dependents under the jurisdiction of Yolo County CWS, there is a need for an increased number of matched and unmatched homes within Yolo County. Below shows the number of children and youth (0-17) in care, highlighting the need to increase the number of local Resource Family and relative homes.

July 1, 2016	July 1, 2017	July 1, 2018	July 1, 2019	July 1, 2020
264	373	396	404	420

Below shows the tremendous progress Yolo County has already made towards increasing the number of approved RFA homes. While the numbers below show a marked increase in the number of approved homes, there is nuance to consider. From June 30, 2018 to present, there have been 122 Resource Family home approvals. Of this number, 88 were child-specific (relative and non-related extended family members). Of the 34 unmatched homes approved during this period of time, a number of them have gone through the adoption process and are presently unable to take additional foster care placements. As the RFA team completes their annual reviews, we expect the number of approved homes to go down, in the short term, as some of the child-specific caregivers may not want to continue as an unmatched home and/or an adoption has finalized and the home is at capacity. While we have seen a net increase in the number of homes approved, the majority of this increase is

due to the approval of a child specific placement. The increase does not represent a significant increase in Resource Family homes with ongoing placement capacity.

Date	# total approved RFA homes
July 1, 2017	61
July 1, 2018	148
July 1, 2019	208
July 1, 2020	270

Action Steps:

- A. Develop a recruitment and retention plan utilizing research-based best practices in alignment with the County Strategic Plan.
- B. Develop and implement policies and procedures for assessing child-specific placements throughout the time that a child or youth is in care to include robust family finding efforts.
- C. Implement training for staff that encompasses family finding tools and resources.
Training to include: family finding policy and procedure, utilization of LexisNexis, revisiting prior denials, family mapping, and the reassessment of safety when circumstances change and/or as the child ages.
- D. Specifically recruit local Resource Family homes to provide emergency placement and respite. Contact other county agencies to conduct information gathering about successful practices in this area. Partner with local churches, Resource Family networks, and other community organizations to conduct targeted recruitment efforts.
- E. Train RFA staff on the case management of Resource Family homes to impact retention.
- F. Promote utilization of Statewide Family Urgent Response System (FURS) to provide crisis intervention and support to caregivers to improve retention of Resource Family homes.
- G. Monitor and evaluate strategy quarterly and annually by: quarterly and annual tracking of the number of Resource Family homes approved and the number retained; quarterly and annual analysis of the # and % of youth placed within the county, within the region, stratified by race and ethnicity; quarterly and annual analysis of the # and % of youth placed with a relative stratified by race and ethnicity; and quarterly SIP meeting with branch leadership to discuss all SIP strategies, review RBA data, review all other evaluative methods and determine if strategy adjustments are needed.

Evaluating and Monitoring:

Over the course of the next five years we will track the number of new Resource Family homes through the use of Binti software and through our RFA program. Below is a summary of Yolo County’s prior four years of Resource Family approvals, conversions, approved relative homes, unmatched homes and homes that were rescinded for various reasons.

	2016	2017	2018	2019
# of approved RFA homes	31	54	94	64
# of approved conversions	0	0	21	3
# of approved relative homes	21	31	49	35
# of approved NREFM	2	9	13	8
# of approved unmatched homes	8	14	32	21
# of surrendered homes	19	23	14	4
# of rescinded homes	0	1	4	0

Using this data as a baseline, we will measure how many new approvals occur and the retention of current Resource Family homes in the coming 5-year cycle. We will also be assessing the number and percent of children and youth placed within the county and within the region, stratified by race and ethnicity, to ensure our strategies are equally supporting dependent children and youths’ placements across demographics. We will be assessing the number and percent of children and youth placed with relative/NREFM homes, stratified by race and ethnicity, to ensure our strategies are equally supporting children and youths’ placements across demographics. We will be monitoring these metrics quarterly via quarterly SIP meetings and making adjustments as necessary.

Role of other Partners in achieving goals:

As outlined in the Yolo County 2020 CSA, Yolo County Child Welfare Services continues to work in collaboration with the Foster and Kinship Care Education (FKCE) program, as well as Foster Family Agencies (FFAs), to recruit and approve new homes and to ensure that both new and continuing Resource Families receive required training and the tools, resources, and support they need. Moving

forward, CWS intends to partner with churches, schools, and community-based organizations to assist in targeting the recruitment of Resource Family homes that will support placing children and youth within their communities and are culturally reflective of children and youth who are coming into care. Yolo County will be partnering with community-based organizations to support family finding and recruitment and retention of Resource Family homes as needed throughout this SIP cycle.

Systemic Changes Identified:

Yolo County Child Welfare will need to assess current policy and procedure to make changes to adapt to the best practice of prioritizing relative/NREFM placement upon entry. This includes in-depth interviewing of both parents for relative information, referrals to partner agencies to assist in family finding when appropriate, and adaptations to the response time of RFA Emergency Response Placement assessments. Policy and procedural changes may be necessary to support ongoing family finding efforts and re-evaluating relatives for placement at later points in the time that the child or youth is in foster care.

Training Required:

In 2019, Yolo County Child Welfare Services implemented a Practitioner Training Unit dedicated to not only provide training to a core group of social workers, but also to implement, monitor, and develop trainings and resources identified as lacking within the agency. As a result, there is substantial focus on the development and implementation of policies, procedures, and desk guides to ensure best practices are followed with respect to placement. The agency will continue to provide regular placement and RFA training to the agency as a whole in order to ensure workers are well informed of the process. Yolo County anticipates providing additional agency-wide training regarding family finding, Child and Family Teaming, and emergency RFA placements.

Technical Assistance Needed:

No technical assistance is currently anticipated.

Strategy 3:

Develop and implement Child and Family Team (CFT) meetings for all children and families engaged with the department.

Outcome Measure:

3-P1 Permanency in 12 months

Justification Rationale:

The 2020 Yolo County Self-Assessment findings through the peer review, stakeholder feedback, and focus groups include: *1-Prioritizing Family Connections*, *2-Reinforcing Permanency Best Practices*, and *3-Strengthening Teaming and Collaboration*. These findings drive Child Welfare Service's roadmap to improving timeliness to permanency. Within these three themes, and central to achieving permanency, is parent engagement. Yolo County has identified Child and Family Team (CFT) meetings as the strategy to achieve parent engagement and make significant gains in all three permanency themes identified in the self-assessment. CFTs are considered one of the current best practices in preventative strategies (Collins-Camargo et al., 2013). Family-directed teaming is a significant component of the practice model embraced by many state and local jurisdictions because it has proven effective in preventing further child abuse and neglect (DiLorenzo, Roller White, Morales, Paul, & Shaw, 2013). Yolo County has selected to embark on a path to utilizing Child and Family Team meetings to improve timeliness to permanency and looks forward to the long-term positive impacts for child and family outcomes in the community.

Over the next five years, Yolo County Child Welfare seeks to transform practice by implementing an internal, robust, and integrated child and family teaming program. Initially, Yolo will build a workgroup consisting of collaborative membership of both internal and external partners to build a process that is consistent, maintains fidelity to the CFT model, and aligned with State guidance. Written policy and procedure will provide the foundation and infrastructure for social workers to deliver consistent and ongoing CFT meetings throughout the time of a family's involvement with CWS. These meetings will serve as a mechanism to prioritize family connections by inviting family members and natural supports to participate, reinforcing permanency best practices. By utilizing child and family teaming, Yolo is focused on enhancing parental engagement and expanding on the Core Practice Model behavior of teaming. As referenced in a case study authored by Annie E. Casey, "It is one thing to talk about family engagement in ongoing and routine matters related to child and family welfare; it is another to argue that families ought to be involved in making decisions during some of the most uncertain, crisis-filled moments of their lives." (Team Decision Making: Engaging Families in Placement Decisions-The Annie E. Casey Foundation). Yolo intends to create a paradigm shift within the cultural of the agency and advocate for a social worker mindset that views families as the experts of their lives. "This rethinking should encompass both the understanding that engagement spans the

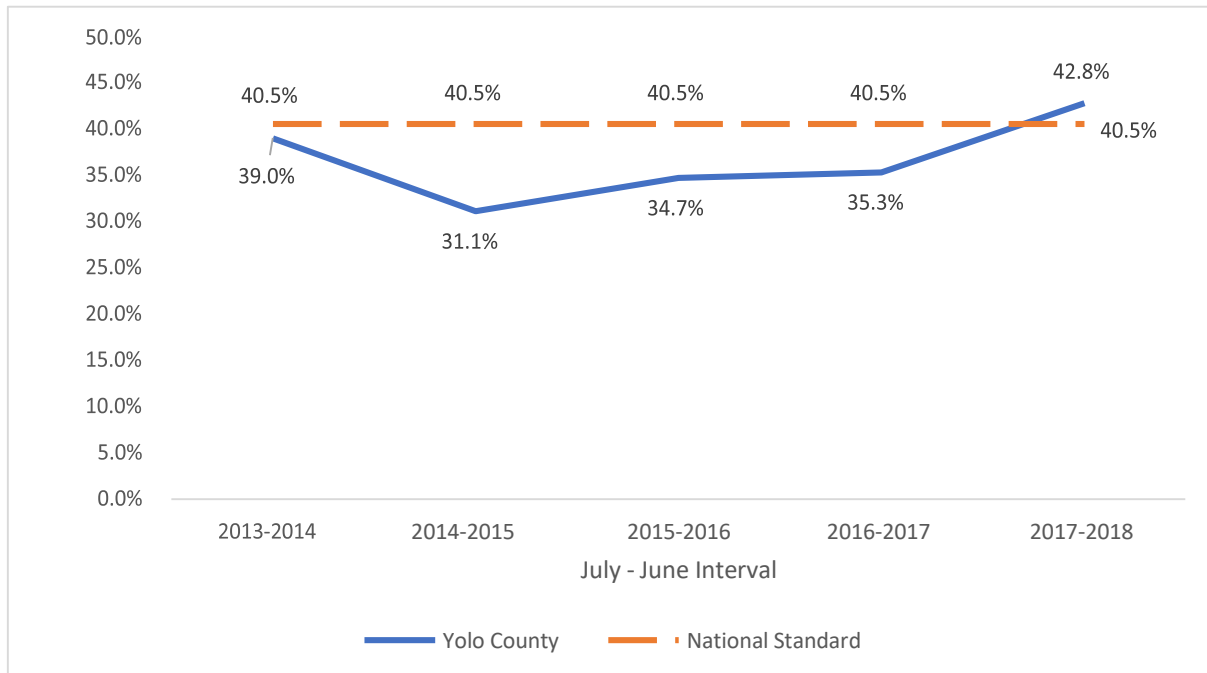
continuum of child welfare involvement, and a commitment to developing a repertoire of tested strategies-ranging from structured engagement interventions to the ongoing, organic supports, provided by birthparent partners and foster parent mentors-that can be mixed and phased depending on parents' needs and stage of involvement with services." (Child Welfare, Vol. 88, #1).

Despite being very close to the National Standard for permanency within 12 months (3-P1) in the CSA baseline year, Yolo County has selected timeliness to permanency for the upcoming SIP cycle due to Yolo's commitment to permanency, as well as the current 3-P1 measure being below the National Standard. Yolo recognizes that achieving permanency for children and youth is the core mission of all child welfare agencies and is central to our mission in achieving safety, permanency, and well-being for children. Additionally, stakeholder feedback identified several permanency themes that we recognize to be an area of ongoing, concerted effort. The Peer Review and stakeholder process provided feedback regarding specific practice changes to enhance permanency, which the agency intends to implement.

While the CSA baseline performance for this outcome measure exceeds the National Standard, Yolo's current performance (FY 18-19) falls below the National Standard. In the four years prior to the CSA Baseline (FY 17-18), Yolo was below the National Standard for permanency within 12 months of entry to care. The CSA baseline year showed a one-year achievement exceeding the National Standard. Yolo attributes some of the recent increase in permanency timeliness to changes in court practices, rather than agency-wide practice change. Yolo's current performance of 34.3% of children and youth entering care achieving permanency within 12 months, trends with the prior four years and is below the National Standard. Given the multi-year trend of not achieving the National Standard for permanency within 12 months, we are focusing on CFT implementation as our strategy to improve timeliness to permanency.

The below graphs show the outcome measure for all youth entering care.

3-P1: Permanency within 12 months of entry to care



Beginning with the first theme, *Preserving Family Connections*, Yolo will a) create a CFT workgroup to guide policy and procedure development, determine training needs, and determine staffing and logistics. Through these three critical steps it is the County’s intention to make significant strides in preserving family connections by spearheading a fully represented, staff-led Child and Family Teaming workgroup grounded in preserving family connections for children and youth while simultaneously engaging parents in the child welfare process.

The 2020 Yolo County CSA, stakeholder feedback revealed that family finding efforts “could be emphasized more consistently throughout the life span, rather than only in preparation for the initial placement” (Yolo CSA, p. 172). Over the next SIP cycle, parents and families will be invited to participate in ongoing family finding discussions with the social worker and explore relative family finding reports generated using online tools. Family will be encouraged and solicited to participate in Child and Family Team Meetings. In a Family to Family evaluation by Casey Family Programs, it was reported that having a relative caretaker at a meeting increased the chances of a kinship placement. (Team Decision Making: Engaging Families in Placement Decisions, Annie E. Casey Foundation). According to the 2015 Family Finding Evaluations: A Summary of Recent Findings released by Child Trends, “the successful planning for the permanency and support for traumatized children relies on

respectful, collaborative engagement with family members”. Echoing this finding, Yolo CWS will engage parents in bringing their natural supports to their CFT meeting and adopt the mantra cited by the American Bar Association that “when families have a voice in discussions about permanency plans, the likelihood of successfully meeting goals increases” (Missouri Child Welfare Practice Model, 9/28/2018, Annie E. Casey Foundation). Yolo will target efforts to increase the overall levels of parent engagement and the quality of communication with parents with the ultimate goal of establishing a more collaborative relationship with the parent. According to Kevin Campbell, developer of the Family Finding model, “Lasting results can be achieved by partnering with families and empowering them to provide their own solutions so their children can safely stay in their families. By working with families, rather than against them, we affirm the dignity and humanity of us all and we join together to protect our most vulnerable children.” (The Path Out of Foster Care Crisis Runs Through Family, Campbell & Borgesen, November 17, 2017).

Yolo’s second permanency theme, *Reinforcing Permanency Best Practices*, will include implementing and monitoring behaviorally based case plans to include completion of the Child and Adolescent Needs and Strengths (CANS), entering CANS data, and parent and service provider engagement throughout the time the CWS case is open. Clear policies and procedures will provide social workers a blueprint to guide them through the case planning process. Additionally, social workers will ensure the practice of ongoing service delivery and communication with parents regarding any case plan changes. Concurrently, action steps will be put into place to build in accountability for social workers to provide consistency for all families. Identified performance measures will be tracked and reviewed in SafeMeasures as well as in the CARES database to ensure that CFT and CANS data entry is timely and consistent.

Plans will be created to provide technical support for social workers to continuously refine the quality of behaviorally based case plans as the Child and Adolescent Needs CANS data is integrated into the case planning process. The crosswalk of both processes will require monitoring and oversight to ensure fidelity to the process as well as an ongoing commitment by staff. According to the Children’s Services Review, “Social Workers must track and monitor a family’s progress on their path to permanency, safety, and well-being (Kraus et al., 2015). Leadership is committed to facilitating a paradigm shift from case plan writing as a singular function to one that engages the parent; moving to collaboratively discussing how parents can be successful in achieving their goals, thus increasing the

number of children who achieve permanency timely.

The 2020 CSA findings also highlighted the need to strengthen the family voice in case decision making and in the development of case planning. Parents articulated the need to be “fully involved, respected and appreciated” (p. 171). Yolo will work within this strategy to ensure that parents voices are included in the development of their case plan, identification of services and that parents participate as co-authors in developing their goals. The ongoing efforts to engage the parent in each of these processes is intended to move the parent closer towards reunification and ultimately achieve permanency for the child or youth with either the parent or a safe relative. Research demonstrates that “when parents actively participate in and agree to a treatment plan, they tend to comply with worker expectations more fully. In turn, this compliance contributes to positive outcomes for children (fewer maltreatment reports and a reduced likelihood of out-of-home placement)” (Littell, 2001). The overarching strategy of parent engagement through CFT implementation will span the child welfare continuum with the ultimate goal of permanency. The “efforts to ensure that parents participate actively in meetings within agency mandates (Corby et al., 1996) and that there is follow through on collaborative agreements and processes beyond the meetings (Crampton, 2007) are important to translating short-term gains from the meeting process into productive partnerships into the longer term.” (Child Welfare, Vol. 88, #1, p. 118).

The final permanency theme, *Strengthening Teaming and Collaboration*, will include the final action steps of the strategy that will focus on strengthening, evaluating and adjusting the CFT strategy. Utilizing the CFT workgroup, Yolo will develop results-based accountability (RBA) performance measures to track Child and Family Team meetings and outcomes following the RBA structure which seeks to answer the following questions:

- How much did we do?
- How well did we do it?
- Did we make a difference?

In addition to RBA data, qualitative data will be gathered to assist in refining this strategy over the course of this SIP cycle. The qualitative data source will be gathered by soliciting feedback from staff, stakeholders, and families. The workgroup will adjust the action steps as necessary.

According to the 2020 Yolo CSA, stakeholder feedback included requests to enhance teaming in existing collaborations and with CWS partners. Stakeholders shared feedback that “... CFTs have

increased collaboration with the community, but many who play important roles are not engaged in the teaming process (e.g., ...family's circle of support) and better communication among these players for the purpose at hand needs to be emphasized." (Yolo County 2020 CSA, p. 177). Implementing the CFT workgroup will strengthen and support collaboration and teaming within the organization among social workers with the expectation that teaming permeates into all collaboration with partners throughout the child welfare process to achieve successful outcomes. "...A growing body of research evidence points to the importance of supportive work environments, worker empowerment, and inclusive worker attitudes in efforts to more effectively engage and serve parents and families (Callahan & Lumb, 1995; National Center for Youth Law, 2007). Moving forward, social workers will be afforded regular opportunities to meet and share with colleagues and be given a platform to present their assessments in a consistent supportive work environment for the purposes of enhanced teaming and collaboration.

In summary "family-directed teaming is a significant component of the practice model embraced by many local jurisdictions" according to the County Child Welfare Directors Association (CWDA; 2017), and "child welfare agency directors embrace the philosophy of teaming with families in pursuit of better outcomes". Yolo joins in that effort and is excited to fully implement Child and Family Team meetings into CWS for the entire time a family is involved with the agency. Although this strategy is rooted in improving permanency due to stakeholder feedback from the CSA, the intention is that CFT meetings will successfully engage parents at the onset of working with families and then make significant impacts into other areas of child welfare practice. "The family-directed practice model mandated by Continuum of Care Reform (CCR) shows great promise for establishing healthy family dynamics, which is expected to translate into more children staying safely at home with their families more often, reunifying more quickly, and reentering the system less frequently" (CWDA, 2017). For Yolo, implementing CFT meetings is the ideal strategy to address the permanency themes from the 2020 CSA Stakeholder feedback: *1-Prioritizing Family Connections*, *2-Reinforcing Permanency Best Practices*, and *3-Strengthening Teaming and Collaboration*. Implementing CFTs is a first and best step toward parent engagement and serves as the building blocks to the agency's parallel goals around prevention, children remaining in their homes, reducing re-entry, and ultimately overall safety for children.

Action Steps:

- A. Create a CFT Workgroup. This workgroup will guide policy and procedure review and design, determine training needs, and determine staffing and logistics.
- B. Review current policies and procedures. Ensure alignment of policies and procedures with CDSS All County Letters (ACLs), Katie A. mandates, Juvenile Probation, and Behavioral Health. Develop and/or update P&Ps as necessary. Develop plans and processes to implement CQI for CFTs.
- C. Determine resources (staffing) needed to ensure full implementation of CFTs. Recruit hire and train staff to meet the need for CFT implementation.
- D. All Social Workers trained and certified to administer CANS. All Social Workers receive initial and ongoing training on CFTs, internal training on policy and procedures. Training to include the integration and utilization of CPM tenants (e.g. safety mapping, cultural humility, behaviorally based case planning), Structured Decision Making (SDM) assessments, and family finding.
- E. Utilize data entry for CANS and CFTs with fidelity. Utilize the CFT special project code and enter CANS data into CARES.
- F. Full implementation of CFTs as delineated by policies and procedures.
- G. Evaluate and monitor strategy through: quarterly review of 3-P1 outcome measure; quarterly review of CFSR Item 13 ratings; conduct parent surveys related to CFTs and review quarterly; and quarterly SIP meeting with branch leadership to discuss outcomes and adjust action steps as necessary.

Evaluating and Monitoring:

To evaluate and monitor the impact of parent engagement and the action steps outlined above, Yolo County CWS will utilize the 3-P1 outcome measure to monitor timeliness to permanency in 12 months over the course of five years. Additionally, the Child and Family Service Reviews (CFSR), Item 13: *Child & Family Involvement in Case Planning* will be used in comparison to a baseline to assess improved parent and child involvement in case planning through the CFT process. A baseline report of this case review item will be created, and measurement assessed annually to look for improvement. Quarterly focus groups with CWS Supervisors will be used to ascertain learning and aptitude changes in Social Workers related to CFTs and case planning. Lastly, a qualitative parent

survey will be conducted following CFT meetings to assess the quality of the meeting and engagement from the parents' perspective.

Partner Agencies:

Yolo County intends to include any and all partners relevant to visitation and coaching, in-home safety monitoring, and other community partners providing direct services to families. Additionally, Children's Mental Health and the suite of contracted providers will be included as partner agencies related to the action steps for CFTs and the integration of CANS data.

Systemic Changes Identified:

Review, revise and develop policies and procedures related to the action steps. Develop new policies and procedures as needed. Promote an agency culture where parent engagement is expected, encouraged and celebrated.

Training Required:

Yolo will train all staff in Child and Family Teaming, Child and Adolescent Needs and Strengths Training and behaviorally based case planning, and any other Northern Training Academy or internal trainings related to the action steps for this strategy and parent engagement.

Technical Assistance Needed:

None identified at this time.

Probation Strategies

Outcome Measure:

3-P1 Permanency in 12 Months (Entering in Foster Care)

Justification Rationale:

During the prior System Improvement Plan performance period, the baseline data for Yolo County Probation in this area was 38.9%. While this was still under the national standard of 40.5%, it was close to reaching the goal set in the previous SIP. Unfortunately, the performance data reflects a decline in this measure to the current number of 28.2%. There are numerous reasons for this decrease within the past five years. The level of needs of the youth being placed in out of home placement has changed during these five years. Probation is no longer placing out of control youth but is now placing youth with significant mental health needs, CSEC concerns, and sexual offenders. As reflected in the number of youth placed out of home, the numbers have declined from 16 in 2013-2014 to 6 in 2017-2018. Additionally, all community-based services have been exhausted for these youth prior to out of home care, often exhausting familial resources and eliminating the potential for reunification services. As previously stated, this population is comprised of higher risk youth, with high recidivism, resulting in new law violations once they abscond from placement, further extending their ability to reunify within twelve months from their initial placement order, as they await new dispositions in their case. The youth currently being placed out of home are the youth whose families have become overwhelmed, tired and are in some cases, not seeking to reunify with their child.

Over the past SIP period, the Probation Department has been working to reduce instances of abscond from placement by these youth, as well as reducing the overall barriers to obtaining permanency in 12 months. The challenges probation faces in Yolo County are not unique, as probation departments all through the State of California are facing similar difficulties with their high-risk placement youth. Barriers specific to Yolo County Probation Department are being addressed by 1.) significantly increasing efforts to avoid the youth from being removed from their home of origin by; strengthening relationships with the families and youth, increasing supportive involvement with youth and families by probation staff by providing more intensive case management, providing specialized and consistent training for probation officers; and collaborating with partner agencies for youth who are deemed dual-status with Probation and Child Welfare; and 2.) after removal; better preparing the youth and family members for the return of the youth to the home, ensuring continued

parental/caregiver involvement in the placement program; and reinforcing communication with and support for the placement staff.

Evidence-based practice and research shows building positive relationships with youth, relatives, and family members, as well as providing connections to community services and focusing on continuity of care for the family, increases the likelihood of positive outcomes (to include completion of the placement program) for the youth in placement as well as for the family once the youth is reunified. Probation utilizes the Ohio Youth Assessment System (OYAS) in order to assess risk level to reoffend, but also to determine the youth's highest risk factors and needs. Using the OYAS results, case plan goals are developed in collaboration with the youth and family. Probation will support, guide, and strengthen parents/families by providing the tools and resources that will outlast treatment services and legal involvement, in order for parents/families to facilitate the ongoing positive development of their child(ren), as well as increase positive outcomes for permanency within the 12-month timeframe.

Strategies/Action Steps

Strategy 1:

Implementation of an updated Juvenile Supervision Model

Action Steps:

Increase youth and family engagement

- A. Provide Motivational Interviewing initial/booster training, Case Management training, and Family Team Meeting training to all juvenile officers
- B. Implement Family Team meetings for youth on community supervision with a focus on intensive supportive case management for not only the youth, but the family
- C. Develop internal workgroup to determine parameters/details of family finding collaboration with Child Welfare Services
- D. Implement expanded family finding efforts to avoid out of home placement by interagency collaboration by collaborating with CWS in addition to probation's own family finding efforts
- E. Efforts to avoid placement, as well as approval of out of home placement are reviewed weekly by the recently revised Interagency Placement Committee, which is made up of several county agencies. After reviewing the information, the committee makes recommendations as to

alternative interventions for the youth instead of out-of-home placement and if there are no alternatives, they are the approving body for a youth to be placed out-of-home.

- F. Develop data points to be tracked, as well as tracking method in order to determine the effectiveness of the updated Juvenile Supervision Model, develop pre/post-supervision surveys, then implement data collection.
- G. Develop individual pre- and post-supervision surveys for youth and family/caregiver to assess engagement
- H. Probation management will maintain close oversight in order to identify areas needing improvement by completing file audits, obtaining stakeholder feedback, reviewing pre/post-supervision surveys, and analyzing the data points tracked to determine the effectiveness of the Juvenile Supervision Model twice annually
- I. Probation management will adjust and add to practices and protocols once all data is collected and reviewed for effectiveness of the Juvenile Supervision Model

Roles of Other Partners in Achieving Goals

Interagency Placement Committee (IPC): This committee is jointly led by Child Welfare and Children's Mental Health and also includes Juvenile Probation, a Family Partner and the County Office of Education. Representatives from Court Appointed Special Advocates (CASA) and Empower Yolo attend a portion of the weekly IPC meetings to staff youth that have been identified as Commercially Sexually Exploited (CSEC) or as being at-risk of CSEC. Yolo County has two Wraparound providers who also regularly attend IPC. Currently, IPC is in the process of including Alta California Regional Center to the committee, as well as expanding the array of stakeholders and partners. The structure and frequency of IPC has provided for strong partnership between Probation and CWS. Both CWS Social Workers and Probation Officers strive for transparent decision making and clear expectations, especially when there is a contested placement decision. There is opportunity to continue to strengthen this partnership, particularly in regard to the coordination of services for youth under dual jurisdiction and when there is disagreement in the 241.1 process. Presently, IPC is being revamped to operate in a more efficient manner. The modified structure will include an agenda, specified case presentation times, time limits according to the agenda items, and an overall more productive use of staff time.

Commercial Sexual Exploitation of Children Multi-Disciplinary Team (CSEC MDT): CSEC MDT brings

together CWS, Probation, CommuniCare Health Centers, County Mental Health, Yolo County Office of Education, MDIC, Public Health, CASA, and Empower Yolo to conduct case-specific meetings. These meetings are held to monitor and support the child/youth and family and focus on issues such as case planning, placement issues, safety planning, dual jurisdiction responsibilities, etc. Additionally, CWS and Probation work closely with local and outside law enforcement agencies to assist as needed with support on CSEC investigations.

Juvenile Detention Facility Multi-Disciplinary Team (JDF MDT): The Probation Department hold team meetings with County Mental Health, Yolo County Office of Education, WellPath, Public Defender's Office, and Anti-Recidivism Coalition, and JDF staff to discuss the youth in custody. Discussions include updates from court, medication, the youth's engagement in services provided, major Serious Incident Reports (SIRs), concerns by service providers or by youth, and/or further referrals if appropriate. During this meeting, the youth also have the opportunity to make requests and express concerns.

Tribal Representatives for Native American Youth: The Probation Department works collaboratively with the respective Tribe. Although, probation's experience is limited with Native American children, the Probation Department works in tandem with the Tribe to develop case plans, Independent Living Program services, treatment services, and reunification services for families. The Tribe's involvement in the court process is ensured, as well as consultation regarding placement options.

Public Defender's Office/Defense Counsel: The Probation Department consistently remains in communication with the youth's assigned counsel in order to collaborate, provide information, discuss treatment planning, and when needed request additional support for the youth if the youth is experiencing a difficult situation or a crisis.

Community-Based Treatment Providers: The Probation Department partners with several community-based organizations to provide youth and families with services such as substance abuse treatment, mental health treatment, anger management, independent living, victim advocacy/counseling, Wraparound services, developmental services, employment services, etc. Probation remains in close communication with the treatment provider in order to monitor progress and engagement, as well as to support the youth and the provider in the process of treatment.

Educational and Training Needs to Achieve Goals

Yolo County Probation Department prides itself on the strong emphasis the department places on various types of trainings, continuing education for officers, as well as maintaining an up-to-date

understanding of best practices. Probation continues to provide the most relevant training opportunities to officers regarding best practices in working with youth.

Trainings provided by various trainers, instructors, and agencies, including but not limited to; M.S. Eslinger & Associates, Chief Probation Officers of California (CPOC), Yolo County Health and Human Services Agency-Mental Health, The Autism Cop, CommuniCare, University of California-Davis, National Institute of Corrections, The Council of State Governments-Justice Center, Bureau of Justice Assistance-U.S. Department of Justice, California Crisis Intervention Training Association, National University, M3 Transformations, The Carey Group, Law Enforcement Training Solutions LLC, and Victor Community Support Services will be accessed in order to provide Probation staff with the most up-to-date evidence based training to meet the action steps and strategies identified.

Said trainings provide probation officers the tools necessary to understand the specific challenges faced by youth. Specific to Commercially Sexually Exploited Children (CSEC), a further understanding will assist officers in referring youth to appropriate services, as well as obtaining a better connection with and understanding of the youth. By connecting with and understanding the youth and the specific challenges they face, as well as getting the appropriate services in place, this will work to reduce the number of absconds from placement particularly with the CSEC population, as consistent absconding from placement is extremely high in this population. By reducing the number of absconds from placement, successful completion of the program and therefore permanency will be more likely be achieved within the 12-month timeframe.

Further, by expanding probation officer's knowledge about issues such as, trauma, continuum of care, Adverse Childhood Experiences, trauma, building resiliency, restorative practices, needs specific to transitional age youth, foster care, permanency, juvenile interstate compact agreements, and assessments/needs evaluations for youth, it will allow for appropriate service referrals, as well as a better understanding of the challenges the youth is facing. Specifically learning about childhood experiences/trauma and how those experiences can impact a person's physical and mental health, as well as their well-being as they age enables probation officers to not only understand trauma-informed care, but to put it into practice by adjusting interaction with clients, refer to specialized services, and/or simply to understand their client's behavior at a deeper level. The understanding of the youth's trauma by the youth and the probation officer allows for appropriate services to be implemented at the outset of supervision. When officers have specific guidance regarding trauma-informed interaction with the

youth, it provides an improved opportunity for the officer to form a positive connection with the youth. When youth have a connection with their officer, as well as are receiving the best treatment options specific to their needs, they may be more willing to remain in the program and engage in services as opposed to engaging in abscond behavior.

The aforementioned strategies have been proven to improve the overall connection with youth, referrals to appropriate services, treatment engagement, program completion; thus, increasing the likelihood of successful completion of the placement program in a timely manner and obtaining permanency in the allotted 12-month timeframe.

The implementation of the updated Juvenile Supervision Model will be accompanied by several trainings for probation officers. Motivational Interviewing will be provided for all new officers, as well as booster trainings for those officers who have already received the initial training. Additionally, juvenile probation officers will be trained on the updated Case Management Model, as well as Family Team meetings.

Evaluating and Monitoring:

Probation management will evaluate and monitor the effectiveness of the Juvenile Supervision Model on engaging youth and family engagement by completing file audits, obtaining stakeholder feedback, reviewing pre/post-supervision surveys, and analyzing the data points tracked to determine the effectiveness of the Juvenile Supervision Model twice annually. Further, gathering data on detentions, arrests, violations, and permanency within 12 months will assist in evaluating the impact of the supervision model. Said data reviews will be conducted twice annually in order to identify areas of improvement, as well as areas needing improvement.

Partner Agencies:

The Probation Department will include all partner agencies required in order to provide trainings, to assist in family finding efforts, as well as to complete the other above-mentioned action steps.

Systemic Changes Identified:

Review, revise and develop policies and procedures related to the action steps. Develop new policies and procedures as needed. Promote an agency culture where parent engagement is expected, encouraged and celebrated.

Training Required:

Motivational Interviewing will be provided for all new officers, as well as booster trainings for those officers who have already received the initial training. Additionally, juvenile probation officers will be trained on the updated Case Management Model, Family Team meetings, as well as any other trainings related to the action steps increased youth and family engagement.

Technical Assistance Needed:

None identified at this time.

5 Year SIP Chart

Priority Outcome Measure or Systemic Factor:

Service Array

National Standard: N/A

Current Performance: Yolo CWS does not currently have an Alternative Response (AR) program.

CSA Baseline Performance: Yolo CWS does not have an AR program.

Target Improvement Goal:

Year 1 & Year 2: Research & select an AR model that is grounded in research and best practices. Develop RFP and enter into a contract for alternative response services.

Year 3: Train internal and contracted staff in the AR model. Implementation of AR Program.

Year 4: Evaluate AR Program using Results Based Accountability (RBA) measures. Adjust program as needed based on evaluation.

Strategy 1: Develop and implement a research-based Alternative Response (AR) program which provides evidence-based services.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Service Array	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Research, review and select a research-based Alternative Response model.	04/2021	7/2021	CWS Director, Managers, CQI team
B. Develop RFP to solicit bids for a contracted provider to execute the AR model selected. Review proposals and select a provider. Execute contract with provider, develop RBAs for AR Program.	7/2021	5/2022	CWS Director, Managers, CQI Team, Contracts Unit, Fiscal
C. Develop agency policy & procedures to reflect the AR program referral process and follow-up for Path I and Path II referrals.	9/2021	3/2022	CWS Director, Managers, Supervisors, CQI Team, Agency Director.
D. Develop and provide initial and ongoing training on new policy and procedures to all staff.	1/2022	5/2022 Ongoing	Managers, Supervisors, CWS Staff, CQI Team, Contracted provider, Training Academy.

<p>E.</p> <p>Include AR staff in team/group staffings following implementation.</p>	<p>9/2022</p>	<p>12/2022</p> <p>Ongoing</p>	<p>Contracted AR Staff, Managers, Supervisors, SW Staff</p>
<p>F.</p> <p>Implement Path I & Path II Alternative Response Program in partnership with community-based organization.</p>	<p>7/2022</p>	<p>12/2022</p> <p>Ongoing</p>	<p>CWS Director, Managers, Supervisors, SW Staff, Contracted AR Staff</p>
<p>G.</p> <p>Monitor and evaluate strategy quarterly and annually by:</p> <p>SafeMeasures (recurrence of maltreatment and referrals subsequent to an EO).</p> <p>Entries and case openings stratified by race and ethnicity.</p> <p>RBA data from contractor including AR referrals completed, % who actively engaged, 6-12 month follow up following AR engagement, stratified by race and ethnicity.</p> <p>Quarterly SIP branch leadership meeting to review data and adjust strategy and action steps as needed.</p>	<p>5/2021</p>	<p>8/2024</p>	<p>CQI Team, Managers, CWS Director, Contracts Unit, Fiscal, Contracted Agency.</p>

Priority Outcome Measure or Systemic Factor:

Foster and Adoptive Parent Licensing, Recruitment and Retention

National Standard: N/A

Current Performance: 270 approved RFA homes (July, 1, 2020)

CSA Baseline Performance: 148 approved RFA homes (2018)

Target Improvement Goal:

Year 1 & 2: Develop recruitment and retention plan. Increase RFA approved homes by 2.5%.

Year 3: Increase RFA approved homes by 5%

Year 4: Increase RFA approved homes by 5%.

<p>Strategy 2:</p> <p>Increase the number of local unmatched resource homes and relative homes through renewed recruitment and retention efforts and collaboration with community partners.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Foster & Adoptive Parent Licensing, Recruitment and Retention</p>	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop recruitment and retention plan utilizing research-based best practices, in alignment with the County Strategic Plan	05/2021	12/2021	Manager, RFA Supervisor, Placement Supervisor
B. Develop and implement policy & procedure for assessing child specific placements throughout the life of the case, to include robust family finding efforts.	07/2021	02/2022	Manager, Supervisors, CQI Team
C. Implement training for staff that encompasses robust family finding tools and resources. Training on family finding policy and procedure. Training to include Lexis Nexis, revisiting prior denials, family mapping, reassessment of safety when circumstances change or as child ages.	01/2022	05/2022 Ongoing	Training Supervisor, Manager, Training Academy

<p>D.</p> <p>Specifically recruit local resource homes to provide emergency and respite placement.</p> <p>D1. Contact other county agencies to conduct information gathering about successful practices in this area.</p> <p>D2. Partner with local churches, resource family networks, and other community organizations to conduct targeted recruitment efforts.</p>	01/2022	12/2022 Ongoing	Manager, RFA Supervisor, RFA Team
<p>E.</p> <p>Train RFA staff specifically on the case management of Resource Family Homes to impact retention.</p>	1/2023	12/2023 Ongoing	Training Supervisor, Manager, Training Academy, RFA Team
<p>F.</p> <p>Promote utilization of Statewide Family Urgent Response System (FURS) to provide crisis intervention and case management to caregivers to improve retention of resource family homes.</p>	05/2021	08/2022 Ongoing	Director, Manager, Supervisors, All Staff
<p>G.</p> <p>Quarterly and annual tracking of the number of resource family homes approved and the number retained.</p> <p>Quarterly and annual analysis on the # and % of</p>	05/2021	08/2024	CQI Team, Managers

<p>youth placed within the county, within the region, stratified by race and ethnicity.</p> <p>Quarterly and annual analysis of the # and % of youth placed with a relative, stratified by race and ethnicity.</p> <p>Quarterly SIP meeting with branch leadership to review data and adjust strategy and action steps as needed.</p>			
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Priority Outcome Measure or Systemic Factor:

P1- Permanency within 12 months

National Standard: 40.5%

Current Performance: 34.3%

CSA Baseline Performance: 42.8%

Target Improvement Goal:

Year 1 & 2: Increase to 37%

Year 3: Increase to 39%

Year 4: Increase to 41%

<p>Strategy 3:</p> <p>Develop and implement Child and Family Team (CFT) meetings for all children and families engaged with the department.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>3-P1 Permanency within 12 months</p>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<p>A.</p> <p>Create CFT workgroup to:</p> <ul style="list-style-type: none"> • Guide Policy & Procedure review and design. • Determine training needs/design • Determine staffing & logistics 	6/1/2021	12/31/2021	CWS Managers, CWS Supervisors, CWS Social Workers, Children’s Mental Health Staff, CQI Staff.
<p>B.</p> <p>Review of Current Policies and Procedures</p> <p>Ensure alignment of policies/procedures with CDSS ACL’s (All County Letters), Katie A. mandates, Juvenile Probation & Behavioral Health.</p> <p>Develop and/or update internal policies and procedures</p> <p>Develop plans and processes regarding full implementation and development of CQI for CFT’s</p>	6/1/2021	12/31/2021	CWS Managers, CWS Supervisors, CQI Staff, CFT Workgroup

<p>C.</p> <p>Staffing & Logistics:</p> <p>Determine resources (staffing) needed to ensure full implementation of CFTs.</p> <p>Explore internal staffing and/or hiring of staff to support CFTs</p> <p>Recruit and hire staff to meet need for CFT implementation.</p>	6/1/2021	12/31/2021	CWS Managers, CWS Director, CFT Workgroup, Fiscal Staff.
<p>D.</p> <p>Training: All Social Workers trained and certified to administer CANS.</p> <p>All Social Workers receive initial and ongoing training on CFTs:</p> <p>Internal training of staff as to CFT policies and procedures. Training to include the integration and utilization of CFPM tenants (e.g. Safety Mapping, Cultural Humility), SDM assessments, and Family Finding.</p>	6/1/2021	12/22/2021	CFT Workgroup, CWS Managers, CWS Supervisors, Northern Training Academy, CWS Staff, CWS Training Team.
<p>E.</p> <p>Technical support:</p> <p>CFT Special project code used with fidelity.</p> <p>Entry of CANS into CARES</p> <p>Develop external tracking mechanism to ensure MH providers are doing CFTs.</p>	1/1/2022	12/31/2023	Contracted providers, CFT Workgroup, CQI Team, CWS Social Workers.
<p>F.</p> <p>Full implementation of CFTs as delineated by policy &</p>	6/1/2023	5/31/2024 Ongoing	CFT Workgroup, CWS Managers, CWS Supervisors, CWS Social Workers, CQI Team.

procedures, including staff training.			
<p>G.</p> <p>3-P1 Outcome measure reviewed quarterly.</p> <p>Quarterly review of CFSR Item 13.</p> <p>Quarterly review of parent surveys for CFTs.</p> <p>Quarterly focus group with supervisors to assess aptitude of staff re: CFTs & behaviorally based case planning</p> <p>Quarterly SIP meeting with branch leadership to discuss measures. Adjust action steps as necessary.</p>	6/1/2021	8/30/2024	CWS Managers, CWS Supervisors, CWS Social Workers, CQI Team.

Yolo County Probation Department

Priority Outcome Measure or Systemic Factor: 3-P1 Permanency in 12 Months (entering foster care)

National Standard: $\geq 40.4\%$

CSA Baseline Performance: 38.9% Q2 2018

Current Performance: Q2 2020

Target Improvement Goal: The target improvement goal is to meet or exceed the national standard of 40.4%. The goal will be met incrementally over the first two years and then maintained at 40.4% or higher.

Year 1: Increase by 0.5% to 39.4%

Year 2: Increase by 1% to 40.4%

Years 3-5: Maintain or achieve greater than 40.4%

Strategy 1: Implementation of new juvenile supervision model (Increase youth and family engagement)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1: Permanency within 12 months of entering care	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Provide Motivational Interviewing initial & booster training to keep officers current on their MI skills, Case Management, and Family Team Meeting trainings to all juvenile officers	Initial: 01/2021 Booster: 07/2021	06/2021 06/2022 Ongoing	Supervising Deputy Probation Officer All Juvenile DPOs
B. Implement Family Team meetings for youth on community supervision with a focus on intensive supportive case management for not only the youth, but the family	05/2021	08/2021	Supervising Deputy Probation Officer All Juvenile DPOs
C. Develop internal workgroup to determine parameters/details of family finding collaboration with Child Welfare Services	01/2021	06/2021	Probation Manager Probation Placement Supervisor Child Welfare Services
D. Implement expanded family finding efforts to avoid out of home placement by interagency collaboration by collaborating with CWS in addition to probation's own family finding efforts	07/2021	12/2021 Ongoing	Probation Placement Supervisor Placement DPO
E. Efforts to avoid placement, as well as approval of out of home placement are reviewed weekly by the recently revised Interagency Placement Committee, which is made up of several county agencies. After reviewing the information, the committee makes recommendations as to alternative interventions for the youth instead of out-of-home placement and if there are no alternatives, they are the approving body for a youth to be placed out-of-home.	02/2021	03/2021 Ongoing	Probation Management Placement DPO Juvenile Probation Officers IPC Participants
F. Develop data points & tracking method to evaluate the effectiveness of the updated Juvenile Supervision Model, and develop pre/post-	04/2021	08/2021 Ongoing	Probation Management Supervising Deputy Probation Officer

supervision surveys			
G. Implement pre/post-supervision surveys for youth and family/caregiver to assess engagement	08/2021	01/2022 Ongoing	Supervising Deputy Probation Officers All Juvenile DPOs
H. Probation management will maintain close oversight by completing file audits, obtaining stakeholder feedback, reviewing pre/post-supervision surveys, and analyzing the data points tracked to determine the effectiveness of the Juvenile Supervision Model twice annually	01/2022	06/2022 Ongoing	Probation Management Probation Placement Supervisor Supervising Deputy Probation Officer
I. Probation management will adjust and add to practices and protocols once all data is collected and reviewed for effectiveness of the Juvenile Supervision Model	06/2022	12/2022	Probation Management Probation Placement Supervisor Supervising Deputy Probation Officer

Yolo County Child Welfare Services and Probation have engaged in a variety of federal and/or state initiatives aimed to ensure child and youth safety, increase trauma informed practice, improve assessment processes for building a child or youth's case plan, increase access to services and reduce of the use of congregate care.

Commercially Sexually Exploited Children (CSEC)

Yolo County was an early adopter of a countywide Commercially Sexually Exploited Children (CSEC) protocol. The District Attorney, Public Defender, Probation, Juvenile Court, County Counsel, the Multi-Disciplinary Interview Center (MDIC), Empower Yolo, Yolo County Office of Education, CommuniCare Health Centers, Turning Point Community Programs, and local law enforcement agencies continue to participate on a CSEC Steering Committee, which meets to continue addressing CSEC issues in Yolo County. Both Child Welfare and Probation continue to provide relevant CSEC training to staff. CSEC Multi-Disciplinary Team Meetings (MDTs) continue to meet weekly. These meetings bring together CWS, Probation, CommuniCare Health Centers, County Mental Health, Yolo County Office of Education, MDIC, Public Health, CASA, and Empower Yolo to conduct case-specific staffing. The meetings focus on case planning, placement concerns, safety planning, dual jurisdiction responsibilities, etc.

CWS and Probation face multiple barriers in serving youth who have been identified as CSEC, or at risk for Commercial Sexual Exploitation (CSE). These barriers include family systems that are unable to offer a network of support due to their own struggles, youth being able to access multiple transportation methods, collect funds, and have easy access to disposable cell phones/social media, and thus are able to connect with their exploiters. The known difficulties present in Yolo are similar to those across the state with the added challenge that Yolo County is at increased proclivity for CSEC recruitment due to location.

Continuum of Care Reform (CCR)

The Continuum of Care Reform (CCR) is a statewide initiative that has continued to influence the work of Child Welfare and the placement unit at the Probation Department. The overarching goal of CCR is to ensure that all children live with a committed, nurturing and permanent family that prepares them for a successful transition into adulthood, and that those families have all of the necessary services and supports. Child Welfare leadership is involved with CCR implementation workgroups and discussions at local, regional and state levels and

Probation is an active member of the Sacramento Region CCR/Training/Convening Planning Committee. Probation staff continue attend CCR meetings and trainings regularly throughout the State of California. Yolo County has embraced CCR and continues to work diligently to implement a number of related programs and practices. This includes local efforts related to the implementation of the Resource Family Approval (RFA) process and Child and Family Teaming (CFT), increasing access to home-based services and supports for children and youth in foster care, and a reduction in the use of congregate care.

CWS continues to make significant strides to implement and sustain the RFA process and remains committed to a focus on identification of potential resource family homes and streamlining the application process. CWS has been challenged to recruit and retain local resource family homes that can address and meet the complex and specialized needs of youth to prevent transitions into higher levels of care. This is a priority area of focus for CWS and Probation and is reflected in the County strategic plan and this SIP. All youth placed in congregate care settings have been identified as having significant behavioral and mental health needs, requiring intensive therapeutic placement. Congregate care placements continue to be staffed prior to placement at the Interagency Placement Committee (IPC) and approval is obtained before placement. Following placement, CWS and Probation continue to staff cases monthly at IPC to ensure that the placing agency and the placement are partnering to determine that youth's needs are being met in the current placement, exploring family finding opportunities and ensuring all available resources are in place to support the youth in placement and prepare them to successfully transition to home-based care. Yolo County remains committed to reducing the use of congregate care placements and increasing the availability of home-based placement as outlined in this SIP.

The CFT model is an integral component to CCR, ensuring that the child, youth and family's experience and voice are included in assessment, placement and service planning. CFTMs are generally facilitated by providers and Child and Family Teams regularly include all required partners and may include additional supports. The current approach to utilizing Child and Family Teaming in accordance with CCR is generally meeting minimum requirements. More robust implementation is a high priority for CWS and is among the action steps in this SIP. Expanding urgent access to CFTMs is critical to leveraging the CFT to address placement

needs and placement changes. Additionally, improved coordination and utilization of the Child and Adolescent Needs and Strengths (CANS) assessment for case planning will be realized through increased capacity within the teaming model.

Pathways to Well Being (Katie A)

As a benefit of the integrated structure of the HHSA, CWS and Behavioral Health partner to ensure that foster youth have timely access to the services and supports needed to address their behavioral health needs and to stabilize placements. This collaboration ensures that communication, referrals, and service delivery are streamlined and well-coordinated. The internal Children's Mental Health team coordinates with CWS to ensure that all children and youth entering foster care are provided with a full-scope mental health assessment. While ongoing challenges exist due to the lack of a shared database and restrictions related to confidentiality, steps continue to be taken to improve data sharing. Yolo County is also continuing efforts to develop a reliable system to track Katie A subclass members through the Mental Health Plan's electronic health record.

Yolo County HHSA has significantly increased capacity for community-based specialty mental health services by broadening the array of contracted community providers and increasing overall capacity for the delivery of services to children, youth, and families. The increased capacity for services includes all specialty mental health services including Intensive Care Coordination (ICC), Intensive Home-Based Services (IHBS), Therapeutic Behavior Services (TBS), and increased capacity through the expansion of Wraparound slots. Further expansion of access to services is forthcoming with the implementation of the K-12 School Partnerships MHSA project that seeks to expand access to school-based mental health services throughout the county.

Fostering Connections to Success Act: Extended Foster Care (AB 12)

Yolo County CWS established the Transition Age Youth Unit in Fall 2013. As extended foster care was utilized more than originally anticipated, the TAY team and services array (including ILP and THP+) has expanded. Case management services for TAY youth have been less consistent than desired due to attrition and staffing challenges. Effective training and retention of staff are critical to ensure progress in serving youth in extended foster care.

Entering this five-year cycle, CWS has a dedicated TAY Supervisor, 5 TAY social worker

positions and approximately 63 young adults participating in extended foster care services. Both CWS and Probation remain committed to utilizing best practices in serving this population by preparing youth to transition out of traditional foster care and into extended foster care at least 90 days prior to the transition, ensuring youth are participating in the Independent Living Program (ILP), assisting with successful transitions to independence, and diligently working with youth to keep them qualified and engaged in extended foster care services and to assist them when they opt back into services.

Federal Case Review

The Child and Family Services Review (CFSR) focuses on Child Welfare or Probation's efforts to engage children and parents in case planning and services by reviewing case files, interviewing biological parents, resource parents or caregivers, and other key participants including service providers and caseworkers. Case reviews are assigned and completed on a quarterly basis. Yolo County's CQI team has embraced the CFSR case review process and has made significant strides towards not only completing the required quantity of case reviews but also toward completing thorough and accurate case reviews and using the information gleaned from the reviews to inform practice change to improve outcomes for children, youth, and families. Additionally, Yolo County is one of 23 counties that are included in the State's Performance Improvement Plan (PIP). With this participation, a selected number of CFSR case reviews receive second level Quality Assurance (QA) review by CDSS each quarter and are subsequently sent to the Administration of Children and Families (ACF) for inclusion in their annual CFSR reporting. Data gleaned from CFSR case reviews will be used to monitor progress toward the strategy areas identified in this SIP.

Other Initiatives

Yolo County Juvenile Probation continues to meet with the Probation Advisory Committee every six weeks to discuss placement issues within the State of California. New initiatives, guidelines and regulations, and collaboration are discussed during these meetings. The Placement Officer participates in the Northern California Placement Committee, which is a regular meeting to address placement needs in Yolo County's region

Prioritization of Direct Service Needs

The county receives federal Community Based Child Abuse Prevention (CBCAP) and state Child Abuse Prevention, Intervention and Treatment (CAPIT) funds. This funding, combined with funds from the Children's Trust Fund (CTF), Kid's Plate, and First 5, supports a network of community prevention and intervention efforts to achieve positive outcomes for families. HHS is the designated agency to distribute, account for, and monitor CBCAP, CAPIT, and Promoting Safe and Stable Families (PSSF) funds. PSSF funds are distributed into each of four service categories: family preservation, family support, time-limited reunification, and adoption support. In FY 2018/19, Yolo County's Promoting Safe and Stable Families (PSSF) allocation was \$159,939. Funds were utilized by HHS and community-based organization for service activities that included Adoption Promotion and Support.

The completion of the CSA has poised Yolo CWS to springboard into preparing the next RFP release for CBCAP, CAPIT, and PSSF funding. Yolo will design a suite of funding proposals that parallels the overall outcomes of the CSA and aligns with identified actions steps over the next five years. Collectively utilizing updated stakeholder feedback, compiled data, and the collected themes from the CSA, Yolo CWS will execute an RFP release for PSSF and CAPIT contracts that targets prevention, with a primary focus on reduction of entries into foster care. For CBCAP dollars, Yolo will leverage the collective child prevention strategies in the community with the information garnered through the CSA to better align with ultimate funding outcomes executed by the Child Abuse Prevention Council, chaired by our Branch Director and funded with CBCAP dollars. Themes to be included in the planning and design of the RFP process include:

- ❖ Strengthen Family and Youth Voice in Case-Decision Making
- ❖ Prioritize Maintaining Family Connections
- ❖ Increase Prevention Efforts
- ❖ Include Access to Quality Services & Supports

The following are examples of potential programming for CBCAP, CAPIT, & PSSF funding for 2020-2025 that best align with stakeholder feedback, data, and themes congruent with the proposed action steps:

CBCAP, Community Based Child Abuse Prevention

- Public Awareness & Support initiatives that align with the CSA
- Community Initiative and Ongoing Support to the Child Abuse Prevention Council

CAPIT, Child Abuse Intervention & Treatment

- Home Visiting Programs
- Mental Health Services
- Parent Education and Support Programs
- Early Development and Screening
- Counseling Services
- Daycare
- Transportation
- Domestic Violence Services

PSSF, Promoting Safe & Stable Families

Family Support

- In-Home Family Monitoring and Support Programs prior to removal

Family Preservation

- Family Preservation Program or Differential Response Program to prevent removal and maintain children within the home

Family Preservation and Reunification

- Reunification services for families in an effort to support the reunification process

Adoption Promotion & Support

Programming and services specific to families on track to adopt and transition into permanent, adoptive placements

Below are the program descriptions for the current CBPAP, CAPIT and PSSF funded services.

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Child Abuse Prevention and Family Strengthening Program (Line 3 in Expenditure Workbook)

SERVICE PROVIDER

Yolo County Children's Alliance (YCCA)

PROGRAM DESCRIPTION

Program Purpose

- 1) Convene and serve as the backbone organization for the Yolo County Child Abuse Prevention Council (CAPC), whose mission is to eliminate child abuse and neglect and the adversity it causes by strengthening families and communities.
- 2) As a project of the Yolo County CAPC, develop materials for parents that strengthen families and provide these materials to family-serving organizations during Child Abuse Prevention Month. Materials will support Strengthening Families™ protective factors.
- 3) Convene the Yolo Family Strengthening Network (YFSN) to increase collaboration and promote child abuse prevention and family strengthening in family-serving organizations.

Program Information

The YCCA Child Abuse Prevention program conducts three primary activities:

- 1) Convenes, coordinates, and supports CAPC meetings. Coordinates, plans, and supports CAPC Committees.
- 2) Creates and disseminates Child Abuse Prevention Month materials that strengthen families to family-serving organizations during April - Child Abuse Prevention Month.
- 3) Coordinates and plans YFSN meetings with Co-Chairs, participates in committees, and maintains YFSN listserv.

One of the frameworks that YCCA uses in child abuse prevention efforts is the Strengthening

Families™ Framework. This is a research-informed approach to increase family strengths, enhance child development, and reduce child abuse and neglect. Created by the Center for the Study of Social Policy in 2003, it focuses on building 5 protective factors (i.e., parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and social and emotional competence of children) to promote better outcomes for families.

Child Abuse Prevention Council

Yolo County Children’s Alliance (YCCA) is the lead for the Yolo County Child Abuse Prevention Council (CAPC). [Child Abuse Prevention Councils \(CAPCs\)](#) of California are community councils whose primary purpose is to coordinate the community’s efforts to prevent and respond to child abuse and neglect.

Because of the complexity of this charge, the Welfare and Institutions Code instructs that CAPCs should involve representatives from Child Welfare Services, the criminal justice system, the prevention and treatment services communities, and the larger community. The Yolo County CAPC includes representatives from a wide range of agencies, organizations, and the community. Members are appointed by the YCCA Board of Directors. The CAPC meets at least quarterly.

Vision

Every child in Yolo County is safe and thrives

Mission

The mission of the Yolo County Child abuse Prevention Council (CAPC) is to eliminate child abuse and neglect and the adversity it causes by strengthening families and communities.

Values

- Child-centered
- Prevention-focused
- Trauma-informed
- Evidence-informed
- Culturally responsive
- Collaborative

- Promoting resilience
- Prioritizing physical, emotional, and community safety

CAPC Functions

The Yolo County CAPC serves the following functions, in accordance with Welfare and Institutions Code 18982.2 (2-6) and the Yolo CAPC (1):

1. Serve as an advocate for children and families in Yolo County
2. Provide a forum for interagency cooperation and coordination in the prevention, detection, intervention, treatment, and legal processing of child abuse cases
3. Promote the public awareness of abuse and neglect and the resources available for intervention and treatment
4. Refer professionals to trainings in the prevention, detection, intervention, treatment, and legal processing of child abuse and neglect
5. Recommend improvements in services to families and victims
6. Encourage and facilitate community support for child abuse and neglect programs

CAPC Member Agencies

- Empower Yolo
- First 5 Yolo
- Yolo County Office of Education
- Yolo County Court Appointed Special Advocates (CASA)
- CommuniCare Health Centers
- Yolo County Probation
- Multi-Disciplinary Interview Center, Yolo County District Attorney's Office
- Yolo County Health and Human Services, Child Youth and Family Branch
- West Sacramento Police Department
- Yolo County Health and Human Services, Community Health Branch
- Community Representation

CAPC activities

- **Child Abuse Prevention Materials for Parents and Providers:** YCCA, as a project of the CAPC, produces materials and resources for Yolo County agencies, organizations, and parents to help strengthen families throughout Yolo County. New materials are launched in April for Child Abuse Prevention Month.
- **Distribution of *Period of PURPLE Crying* Materials:** The [Period of PURPLE Crying](#) program is an evidence-based Shaken Baby Syndrome/Abusive Head Trauma prevention program. YCCA provides materials to Yolo County birthing hospitals for dissemination to all parents of newborns.
- **Participation on the Yolo County Fetal and Infant Mortality Review (FIMR) Team:** FIMR is a community-based program that works to address issues and factors that may affect fetal and infant mortality or morbidity. FIMR is dedicated to improving the services and resources for women, infants, and their families to reduce the occurrence of infant or fetal deaths within the community. During this process, community-based health professionals come together as a team to analyze the basic statistical and epidemiological aspects of fetal and infant mortality.
- **Participation on the Yolo County Child Death Review Team**
- **Other CAPC efforts:** In addition, the CAPC has developed a 3-year Action Plan (2019-22) and rotating ad hoc committees to help inform child abuse and neglect prevention recommendations in Yolo County.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Network Development
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Yolo County’s 2020 CSA identified a significant increase in the number (and rate) of substantiations and entries to foster care (Yolo CSA, p34 & 36). There was an average increase of 45% in children with first entries to foster care in this CSA cycle compared to the prior five-year cycle. With this increase in children entering care, we see associated impacts to most areas of service. Specifically, serving more children in foster care has created strain on service providers in the community, contributed to attrition of Social Workers, and impacted outcome measures.

Prevention of child abuse and neglect is critical to reducing the number and rate of substantiations and entries to foster care.

TARGET POPULATION

Child Abuse Prevention efforts are intended to prevent child abuse and neglect by fostering safe, thriving families and communities. The Yolo County CAPC recognizes that every member of the community plays a role in the prevention of child abuse and neglect and as such, the target is that CAPC efforts reach all individuals in Yolo County. The target populations served by the CBCAP funding through the CAPC includes: providers, the community at-large, and at-risk children and families.

TARGET GEOGRAPHIC AREA

Throughout Yolo County

TIMELINE

2020-2025 SIP Cycle.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Build and strengthen the multi-agency collaboration on the Child Abuse Prevention Council.	Positive ratings and feedback on the survey completed by all agencies participating.	Annual CAPC Survey and CAPC Results Based Accountability (RBA) Performance Measures	Annually
Quality Assurance (QA) Monitoring			
Child Welfare Services will meet with the contractor quarterly to review data	RBA indicators will be met consistently	CAPC Results Based Accountability (RBA) Performance Measures and contract review meetings	Final progress is reported annually

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
CAPC Member Survey	Annually	Delivered anonymously through electronic survey software	Feedback is reviewed by CAP Coordinator and shared with the CAPC to inform action plan and CAPC efforts annually
Provider Survey	Annually	Delivered anonymously through electronic survey software	Feedback is reviewed by CAP Coordinator and shared with the CAPC to inform action plan and CAPC/YFSN efforts annually
Participant Survey	Annually	Delivered anonymously through electronic survey software	Feedback is reviewed by CAP Coordinator and shared with the CAPC to inform action plan and YFSN efforts annually

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Building and Strengthening Protective Factors (BSPF) (Line 2 of Expenditure Workbook)

SERVICE PROVIDER

Lilliput/Wayfinder Family Services

PROGRAM DESCRIPTION

Lilliput/Wayfinder Family Services provides BSPF services for relative (kin) and non-relative extended family members (NREFM) to ensure child safety, permanency, and well-being. BSPF services are intended to improve family functioning and resiliency, develop and increase social and concrete supports, expand knowledge of parenting and child development, and increase skills to improve nurturing and attachment. Additionally, Lilliput's BSPF program provides permanency-focused in-home supports to the youth and family during the foster care placement to promote placement stability and timely exit to reunification, guardianship or adoption. Lilliput provides services within a Protective Factors framework which is trauma-informed and strengthening families approach to kin navigation and support services.

- A. Increasing the demonstration of emotional connectedness between relative (kin) and/or non-relative extended family members (NREFM) and child.
- B. Increasing relative (kin) and or non-relative extended family members (NREFM) awareness and their ability to demonstrate empathy towards the child's personal needs according to his or her individual temperament, developmental stage and history.
- C. Increasing knowledge and capacity to demonstrate protective factors of relative (kin) and/or non-relative extended family members (NREFM)

Services are intended to strengthen kinship placements by offering specific trauma-informed support for relative (kin) and or non-relative extended family members (NREFM). This is achieved by establishing Protective Factors family service plans, building protective factors, and navigating the unique family dynamics and circumstances experienced in "kinship" and or

non-relative extended family members (NREFM) families during the RFA process. Lilliput offers supportive services to kin to improve placement stability and permanency outcomes with kin. Lilliput applies evidence-based and informed services to assist Relative (Kin) and or non-relative extended family members (NREFM) who have an emergency placement of a child(ren) and to improve and assist caretaker's protective capacities and skills allowing them to recognize safety concerns that created danger in the child's home; identify behavioral changes needed to increase safety and wellbeing; and demonstrate an increased awareness of the five (5) protective factors.

Relative (Kin) and or non-relative extended family members (NREFM) will understand the safety concerns that brought the child into care and be able to identify triggers and develop strategies to establish a safe, nurturing, and supportive environment for the children. Primary goals for this program include assisting relative (kin) and or nonrelative extended family members (NREFM) in identifying resources that build protective factors to:

1. strengthen their ability to increase parent resilience;
2. increase social connections;
3. identify concrete support in times of need;
4. increase knowledge of parenting and child development; and
5. increase knowledge of the social and emotional competence of children.

Evidence based and informed services will address and increase relative (kin) and or nonrelative extended family members (NREFM) knowledge of:

- A. parent resiliency
- B. parent and child development
- C. parental responsibility for creating / demonstrating improved safety in the home
- D. the social and emotional competence of children
- E. relative (kin) and or non-relative extended family member's (NREFM) ability to demonstrate increased awareness of the parent-child relationship as well as its impact on the child's ability to interact positively with others, to self-regulate, and to effectively communicate his or her emotions
- F. social connections and importance of follow through in order to ensure that the child's safety, permanency and well-being is stabilized

G. how to provide or activate concrete support in times of need

FUNDING SOURCES	
SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Case Management
CBCAP	
PSSF Family Preservation	
PSSF Family Support	Case Management
PSSF Family Reunification	
PSSF Adoption Promotion and Support	Adoptive Parent Recruitment
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Priority Outcome Measure 3-P5: Placement Stability

The population impacted by this program are children and youth entering foster care as well as their prospective and current relative placements.

Yolo County's CSA reported that the average number of moves per 1000 days in foster care over the 2014-2019 5-year period was 4.98 moves per 1000 days. This exceeds the national standard of 4.12. The increase in the number of placement moves is highly correlated with the number of children and youth entering foster care. It was identified that the lack of local and relative approved homes to meet the needs of the youth in care resulted in placement moves. (pg. 204-205 CSA)

TARGET POPULATION

Relatives and Non Related Extended Family Members (NREFM) who are approved or in the process of approval to provide care for their kin. The CAPIT target population served includes: CWS involved children, parents and families, as well as providers (caregivers). The

PSSF target population served includes: CWS children, youth and families.

TARGET GEOGRAPHIC AREA

Throughout Yolo County and in areas outside the County based on the child’s placement location.

TIMELINE

2020-2025 SIP Cycle.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Increase in knowledge of parenting, child development, and social/emotional needs of the child.	Positive increase in the scores related to parenting, child development and social/emotional needs.	Pre/Post survey administered to caregivers	Semi-Annually
Improvement in placement stability	3-PM5	CCWIP	Annually
Quality Assurance (QA) Monitoring			
Child Welfare Services will meet with the contractor quarterly to review data in addition to the review and assessment of the reports outlined in the above chart.	Families that were referred to Lilliput\ Wayfinder Family services will have less placement disruption and improved timeliness to permanency.	Service provider and Agency to track all referrals made to Lilliput\Wayfinder Services that were provided and whether or not there was improved outcome as a result.	Learning activities and resources are reviewed, and practices are updated annually.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client Satisfaction Survey	Quarterly	Satisfaction Survey provided to the service provider for completion	Any items identified as dissatisfactory or in need of improvement will be addressed and modified

			collaboratively as needed.
BSPF/Agency Collaboration	Monthly	Service provider meets with the Agency and reviews outlined reports of measurements as outlined above	All data to be assessed and adjustments made to service delivery as needed.

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Building and Strengthening Protective Factors (BSPF) (Line 1 of Expenditure Workbook)

SERVICE PROVIDER

CommuniCare Health Centers (CCHC)

PROGRAM DESCRIPTION

The BSPF program was designed to offer a broad range of services to include preventive services for families whose children are at immediate risk of being removed from the home and services to support family reunification. The preference is to provide these services locally, as local community-based services shorten travel time for families and foster greater participation and commitment. Building and Strengthening Protective Factors program will improve family functioning and resiliency, develop and increase social and concrete supports, expand parents' knowledge of parenting and child development, and increase parents' skills to improve nurturing and attachment. Building and Strengthening Protective Factors' program purpose is to:

- Provide evidence-based services available for child welfare services involved parents, legal guardians and caregivers with a focus on enhancing caregivers' protective capacity;
- Promote child safety in the home through safety planning, counseling, home visiting, and participation in support and instructional groups;
- Develop and expand the array of services available, and to better monitor and track outcomes;
- Strengthen services for parents who have had children removed, and to significantly improve the safety, permanency, and wellbeing of children that are placed into care; and
- Provide services necessary in the prevention of removal and re-entry.

CCHC is a local organization providing parent education services in both Woodland and

West Sacramento to both English and Spanish speaking families. BSPF services, provided by CCHC, includes an assessment for the unique needs of the parent and includes a service array of evidenced based parenting programs. These services are designed to increase the specific protective factor that will improve safety for the children and address the safety concern that led to court intervention or are placing the family at risk intervention. The service array meets the court ordered standards for parent education addressed in the California Welfare and Institutions Code. CCHC staff work closely with Child Welfare Services social workers to link, whenever possible, case plan objectives to service component outcomes.

When conducting an assessment, CommuniCare will consider the following list of potential programs to provide:

Parenting

Nurturing Parenting Group

NPNF Families in Substance Abuse Treatment and Recovery Group

Individual Parenting

Hands-on parenting (children present)

Reflective Family Practices

Co-Parenting

In-Home Parenting/In-Community Parenting

Latino Father Engagement/Peer Support Group

Parenting for teen-parents

Family/Clinical Services

Individual Therapy

Trauma Focused Cognitive Behavioral Therapy

Eye Movement Desensitization and Reprocessing Therapy

Functional Family Therapy

Therapy for children/families/couples

Parent-Child Interaction Therapy (PCIT)

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Behavioral Health/Mental Health Services
CBCAP	N/A
PSSF Family Preservation	Behavioral Health/Mental Health Services
PSSF Family Support	Behavioral Health/Mental Health Services
PSSF Family Reunification	Behavioral Health, Mental Health Services
PSSF Adoption Promotion and Support	N/A
OTHER Source(s): CWS Realignment	Behavioral Health/Mental Health Services

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Yolo County highlighted substance abuse, maternal mental health/substance abuse, lack of childcare, lack of housing, and domestic violence as the unique characteristics of the populations at greatest risk of maltreatment in Yolo County in the 2020 CSA. (p.137) Together CWS and

67 CommuniCare refined the Building and Strengthening Protective Factors contract which provides a holistic intake to the individual and offers a suite of SUD programming including Medication Assisted Treatment (MAT), Outpatient Substance Abuse Recovery Program (OSRP), and the Perinatal Day Treatment (PNDT) program which addresses both substance abuse and maternal mental health/substance abuse priority issue areas. Additionally, parents and children can access a wide variety of varying mental health services and supports through the Yolo County Mental Health Access Line which is a direct access point for all community members to access mental health and substance order assistance.

Additionally, CommuniCare participates in a myriad of community multidisciplinary teams to

address the greatest areas of need outlined in the CSA such as housing, childcare and domestic violence by participating on the Commercially Sexually Exploited Children (CSEC) committee, Child Abuse Prevention Council (CAPC), Homeless and Poverty Action Coalition (HPAC) and Resilient Yolo (CA). CommuniCare’s mission is rooted in the underlying philosophy that health care is a right not a privilege. This mission contributes to their ongoing participation and collaborative work to remove barriers and work toward the best possible health outcomes for their patients.

TARGET POPULATION

All parents, legal guardians, and caretakers referred by Child Welfare Services are the intended target population. These individuals will build and strengthen protective factors to ensure child safety, permanency and well-being.

The CAPIT and PSSF target population served includes: CWS involved children, parents and families, as well as at-risk children and families.

TARGET GEOGRAPHIC AREA

Throughout Yolo County.

TIMELINE

2020-2025 SIP Cycle.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Increased parental resiliency and family functioning.	# and % of parents with a positive change in their pre and post Protective Factors Survey score in the Family Functioning/ Resiliency area	Protective Factors Survey	Quarterly

Quality Assurance (QA) Monitoring			
Child Welfare Services will meet with the contractor quarterly to review data	<ul style="list-style-type: none"> •Key performance indicators •Program performance measures •Scope of work progress •Spend-down status •Policy and regulation changes •Technical Assistance Service Counts, including demographic data 	<p>Collaborate in risk assessment conducted by HHS A Audits and Compliance team</p> <p>Planned onsite visits</p> <ul style="list-style-type: none"> •Conduct visits in coordination with HHS A Audits and Compliance monitoring visits. <p>Desk audits</p> <ul style="list-style-type: none"> •Conduct audits in coordination with HHS A Audits and Compliance desk audits. 	Monthly Meetings

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client Satisfaction Survey	Quarterly and reported through the Building and Strengthening Protective Factors, Results Based Accountability (RBA) Performance Measures	Pre and Post test evaluations measuring support group effectiveness in improving behaviors and skills pertaining to the safety, permanency, and well-being of a child.	Client satisfaction surveys will be reviewed; Any items identified as dissatisfactory or in need of improvement will be addressed and modified collaboratively as needed.