


# California - Child and Family Services Review

## System Improvement Plan

January 2<sup>nd</sup> 2019 to January 2<sup>nd</sup> 2024

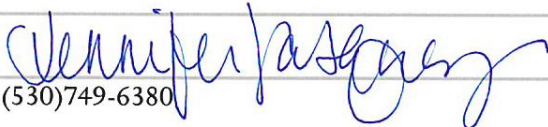
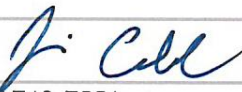
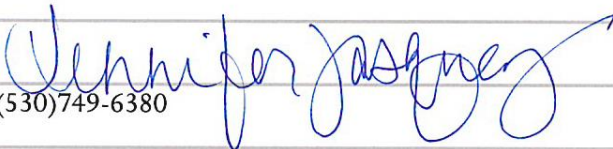
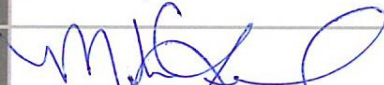


APPROVED AS TO FORM  
COUNTY COUNSEL

BY:   
A. SULLIVAN

# California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☒ Progress Report ☐

County	Yuba
SIP Period Dates	January 2, 2019 – January 2, 2024
Outcome Data Period	January 2018, Q3 2017
County Child Welfare Agency Director	
Name	Jennifer Vasquez
Signature*	
Phone Number	(530)749-6380
Mailing Address	P.O. Box 2320 Marysville, CA 95901
County Chief Probation Officer	
Name	Jim Arnold
Signature*	
Phone Number	(530)749-7551
Mailing Address	215 5 <sup>th</sup> Street Marysville, CA 95901
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Jennifer Vasquez
Signature*	
Phone Number	(530)749-6380
Mailing Address	P.O. Box 2320 Marysville, CA 95901
Board of Supervisors (BOS) Signature	
BOS Approval Date	December 10, 2019
Name	Mike Leahy
Signature*	

Mail the original Signature Sheet to:

\*Signatures must be in blue ink

Children and Family Services Division  
Outcomes and Accountability Section  
California Department of Social Services  
744 P Street, MS 8-12-91  
Sacramento, CA 95814

## Contact Information

Child Welfare Agency	Name	Jennifer Vasquez, Director
	Agency	Yuba County Health and Human Services Department
	Phone & E-mail	(530) 749-6380, jvasquez@co.yuba.ca.us
	Mailing Address	P.O. Box 2320 Marysville, CA 95901
Probation Agency	Name	Jim Arnold, Chief Probation Officer
	Agency	Yuba County Probation Department
	Phone & E-mail	(530) 749-7551, jarnold@co.yuba.ca.us
	Mailing Address	215 5th Street Marysville, CA 95901
Public Agency Administering CAPIT and CBCAP  (if other than Child Welfare)	Name	Not Applicable. Child Welfare administers CAPIT and CBCAP.
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Erich Runge, Program Manager
	Agency	Yuba County Health and Human Services Department
	Phone & E-mail	(530)749-6275, erunge@co.yuba.ca.us
	Mailing Address	P.O. Box 2320 Marysville, CA 95901
CBCAP Liaison	Name	Erich Runge, Program Manager
	Agency	Yuba County Health and Human Services Department
	Phone & E-mail	(530)749-6275, erunge@co.yuba.ca.us
	Mailing Address	P.O. Box 2320 Marysville, CA 95901
PSSF Liaison	Name	Erich Runge, Program Manager
	Agency	Yuba County Health and Human Services Department
	Phone & E-mail	(530)749-6275, erunge@co.yuba.ca.us
	Mailing Address	P.O. Box 2320 Marysville, CA 95901

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# Introduction

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by State legislature in 2001. The first C-CFSR was initiated in 2002. The C-CFSR sets forth the requirement for each County in the State of California to complete a County Self-Assessment (CSA) and System Improvement Plan (SIP) at least once every five years. This process is designed to allow each County, in collaboration with their community partners, to perform an in-depth assessment of Child Welfare Services and Juvenile Probation programs. As a State-County partnership, this accountability system is an enhanced version of the Federal oversight system mandated by Congress to monitor states' performance and is comprised of many elements as described above. Yuba County's C-CFSR cycle is January 2, 2019 through January 2, 2024.

Yuba County Health and Human Services' Child and Adult Protective Services (CAPS) and Yuba County Probation conducted their fourth CSA in August of 2018. As in the previous self-assessment and SIP, Yuba County continued to focus on obtaining extensive input from community partners, knowing that their knowledge and experience, combined with Child Welfare and Probation, were critical in identifying the strengths, needs, and gaps in service delivery. The five-year CSA incorporates the Peer Review and implementation of a state-administered Child Welfare Services/Case Management System (CWS/CMS) Case Review using a standardized case review tool. The five-year SIP incorporates the implementation of an annual SIP Progress Report to:

- Analyze improved outcomes.
- Identify ineffective strategies.
- Adjust priorities to support continuous quality improvement across the continuum of child welfare services.

The key participants in both the CSA and SIP processes are referred to as the C-CFSR Team for Yuba County, which includes Child and Adult Protective Services (CAPS), Yuba County Probation Department, California Department of Social Services (CDSS), Office of Child Abuse and Prevention (OCAP), local community stakeholders, and facilitators from UC Davis. CAPS and the Probation Department, along with CDSS, serve as lead agencies for all elements of the C-CFSR process. This 2019-2024 SIP is the operational agreement between the CDSS, Yuba County -CAPS and Yuba County Probation Department, which outlines the strategies that CAPS and the Probation Department plan to implement over the next five years to improve outcomes for children and families. The 2019-2024 SIP



incorporates the findings of the 2018 CSA, which includes the Stakeholders Meeting and the 2018 Peer Review as mandated by AB 636. The current SIP will be in effect from January 2, 2019, through January 2, 2024. Modifications and updates to this five-year plan are to be done when deemed necessary but will occur at least annually through the SIP Progress Report to identify any changes that are being made to the plan. These annual reports will also document completed activities and describe county successes and barriers in reaching the performance goals and outcomes.

# SIP Narrative

## C-CFSR TEAM

As per AB 636, Yuba County Health and Human Services Department - Child and Adult Protective Services (CAPS), Probation Department and the CDSS collaborated to plan, conduct and implement the Yuba County Self-Assessment. The core planning team included the 1) Health and Human Services Deputy Director, CAPS Program Managers, and Program Specialists, 2) Probation Program Manager and Supervisor, 3) consultants with the CDSS Children and Family Services, Performance and Program Improvement Bureau and Office of Child Abuse and Prevention, and 4) staff from the University of California, Davis, Northern California Training Academy who were contracted to serve as consultants, facilitators and event coordinators.

## CORE REPRESENTATIVES

A stakeholder meeting was conducted on Tuesday, June 19, 2018. Participants were given a presentation on the demographics and outcome data for Yuba County and a brief overview of the day's event schedule. Small focus groups were conducted within the meeting on a range of pertinent topics including Permanency, Reentry, Well-Being and Transitional Age Youth, recurrence and a variety of global questions interrelated to child welfare.

Two sets of focus groups occurred over the course of two hours during the peer review on day one. One set of biological parents and three child welfare supervisors were interviewed in these two focus groups. Additionally, three separate focus groups with ILP youth, foster parents, and social workers were held on different days in May. Findings from the stakeholder event have been summarized and incorporated into this report in the relevant analyses of each of these topics.

Yuba County sought participation of key community stakeholders as part of the county self-assessment to discuss demographics, regional needs and resources, and individual areas of focus related to outcomes for children and families. This was accomplished via two key activities, 1) a Yuba County stakeholder meeting convened on June 19, 2018 and 2) focus groups were coordinated for biological parents of children in foster care and foster parents (2,7), probation youth and parents (unfortunately no youth or parents participated), child welfare supervisors (3) and foster youth (22). UC Davis facilitated the stakeholder meeting as well as the focus groups. A summary of findings from the stakeholder meeting and focus groups are presented throughout the content of the assessment.

All of the required core participants contributed to the Yuba County Self-Assessment, along with a significant number of other recommended participants. The following attended the stakeholder meeting on June 19, 2018:

<b>Name</b>	<b>Agency Affiliation</b>	<b>Position</b>
<b>Francisco Reveles</b>	Yuba County Office of Education	Superintendent of Schools
<b>Amy Molina-Jones</b>	Yuba County Office of Education	Prevention Coordinator
<b>Nick Roberts</b>	Yuba County Office of Education	Prevention Assistant
<b>Jolie Carreon</b>	Marysville Joint Unified School District	Director of Student Discipline and Attendance
<b>Toni Vernier</b>	Marysville Joint Unified School District	Executive Director of Special Education
<b>Jessica Guth</b>	Marysville Joint Unified School District	Director of Program Services
<b>John Floe</b>	Sutter Yuba Behavioral Health	Program Manager Community Services
<b>Shannon Secrist</b>	Sutter Yuba Behavioral Health	Deputy Director
<b>Tony Kildare</b>	Sutter Yuba Behavioral Health	Program Manager
<b>Greg Stone</b>	Peach Tree Health	CEO
<b>Rachel Pena-Roos</b>	Victor Services	Director
<b>Martha Moreno</b>	Victor Services	Family Advocate
<b>Nahum Holloway</b>	Victor Services	Facilitator
<b>Cathy Le Blanc</b>	Camptonville Community Partnership	Executive Director/ Rural Health Advocate
<b>Debra Givens</b>	Yuba County Superior Court	Judge
<b>Coleman Segal</b>	County Counsel	Attorney
<b>Leah Eneix</b>	Yuba College	Foster Kinship Care Education (FKCE)
<b>Diana Adams</b>	Yuba College	FKCE/YESS ILP Program Specialist
<b>Karen Stanis</b>	Yuba College	Program Director
<b>Sherry Scott</b>	El Shaddai	Lead Social Worker
<b>Brent Hungrige</b>	Probation	Deputy Superintendent of Juvenile Hall
<b>Robin Timoszyk</b>	First 5	Program Specialist
<b>James Moralez</b>	Probation	Deputy Superintendent of Maxine Singer Youth Guidance Center
<b>Tara Moseley</b>	Probation	Program Manager
<b>April Sonnenburg</b>	Probation	Supervisor
<b>Lisa Lit</b>	Probation	Analyst
<b>Jennifer Vasquez</b>	Health and Human Services Department	Director
<b>Karleen Jakowski</b>	Health and Human Services Department	Deputy Director
<b>Tracy Bryan</b>	Health and Human Services Department	Public Health Program Manager II
<b>Del York</b>	Health and Human Services Department	Public Health Supervisor
<b>Reem Burris</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor
<b>John Harvey</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor



<b>Monique Phillips</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor
<b>Cheryce Williams</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor
<b>Chuck Yang</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor

A second stakeholder meeting was held on October 22, 2018 to present the findings of the CSA, including the Peer Review findings, and identify strategies for the SIP. The following attended the stakeholder meeting on October 22, 2018:

<b>Name</b>	<b>Agency Affiliation</b>	<b>Position</b>
<b>Francisco Reveles</b>	Yuba County Office of Education	Superintendent of Schools
<b>Amy Molina-Jones</b>	Yuba County Office of Education	Prevention Coordinator
<b>Gay Starkey</b>	Marysville Joint Unified School District	Superintendent
<b>Jolie Carreon</b>	Marysville Joint Unified School District	Director of Student Discipline and Attendance
<b>Jessica Guth</b>	Marysville Joint Unified School District	Director of Program Services
<b>Greg Stone</b>	Peach Tree Health	CEO
<b>Martha Moreno</b>	Victor Services	Family Advocate
<b>Nahum Holloway</b>	Victor Services	Facilitator
<b>Shilpa Girimaji</b>	County Counsel	Attorney
<b>Diana Adams</b>	Yuba College	FKCE/YESS ILP Program Specialist
<b>Sherry Scott</b>	El Shaddai	Lead Social Worker
<b>Krishna Teresi</b>	Youth for Change	Program Manager
<b>Elva Cortez</b>	Youth for Change	Program Manager
<b>Rachel Farrell</b>	Harmony Health	CEO
<b>Brent Hungrige</b>	Probation	Deputy Superintendent of Juvenile Hall
<b>James Morales</b>	Probation	Deputy Superintendent of Maxine Singer Youth Guidance Center
<b>Tara Moseley</b>	Probation	Program Manager
<b>April Sonnenburg</b>	Probation	Supervisor
<b>Lisa Lit</b>	Probation	Analyst
<b>Jennifer Vasquez</b>	Health and Human Services Department	Director
<b>Karleen Jakowski</b>	Health and Human Services Department	Deputy Director
<b>Tracy Bryan</b>	Health and Human Services Department	Public Health Program Manager II
<b>Melissa Gianelli</b>	Health and Human Services Department	Public Health Social Worker Supervisor
<b>Courtney Pyse</b>	Health and Human Services Department	Employment Program Manager

<b>Debbie Horsfall</b>	Health and Human Services Department	Employment Services Supervisor
<b>Reem Burris</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor
<b>John Harvey</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor
<b>Monique Phillips</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor
<b>Chuck Yang</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor
<b>See Xiong</b>	Health and Human Services Department	Child and Adult Protective Services Supervisor

## OVERALL PERFORMANCE OF OUTCOME DATA MEASURES

The baseline measures utilized during the CSA process for Child Welfare and Probation were determined by utilizing the CWS/CMS 2017 Quarter 3 Extract through the Center for Social Services Research, School of Social Services, U.C. Berkeley website.<sup>1</sup>

### Child Welfare

The following Outcome Data Measures found Yuba County to be performing at or ahead of the established state and/or federal thresholds for child welfare, as follows:

<b>Statewide Data Outcomes and Measures</b>	<b>National Standard</b>	<b>Yuba County</b>
<i>3-S1 Maltreatment in Foster care (October 2016-September 2017)</i>	At or below 8.50 victimizations per 100,000 days in care	No Children Meet Criteria
<i>3-S2 Recurrence of Maltreatment (October 2015-September 2016)</i>	At or below 9.1%	9.1%
<i>3-P1 Permanency in 12 Months for Children Entering foster care (October 2015-September 2016)</i>	At or above 40.5%	40.8%
<i>3-P3 Permanency in 12 Months for Children in foster care 24 Months or More</i>	At or above 30.3%	47.6%
<i>3-P4 Re-Entry to foster care in 12 Months (July 1, 2014 to June 30, 2015)</i>	At or below 8.3%	3.4%

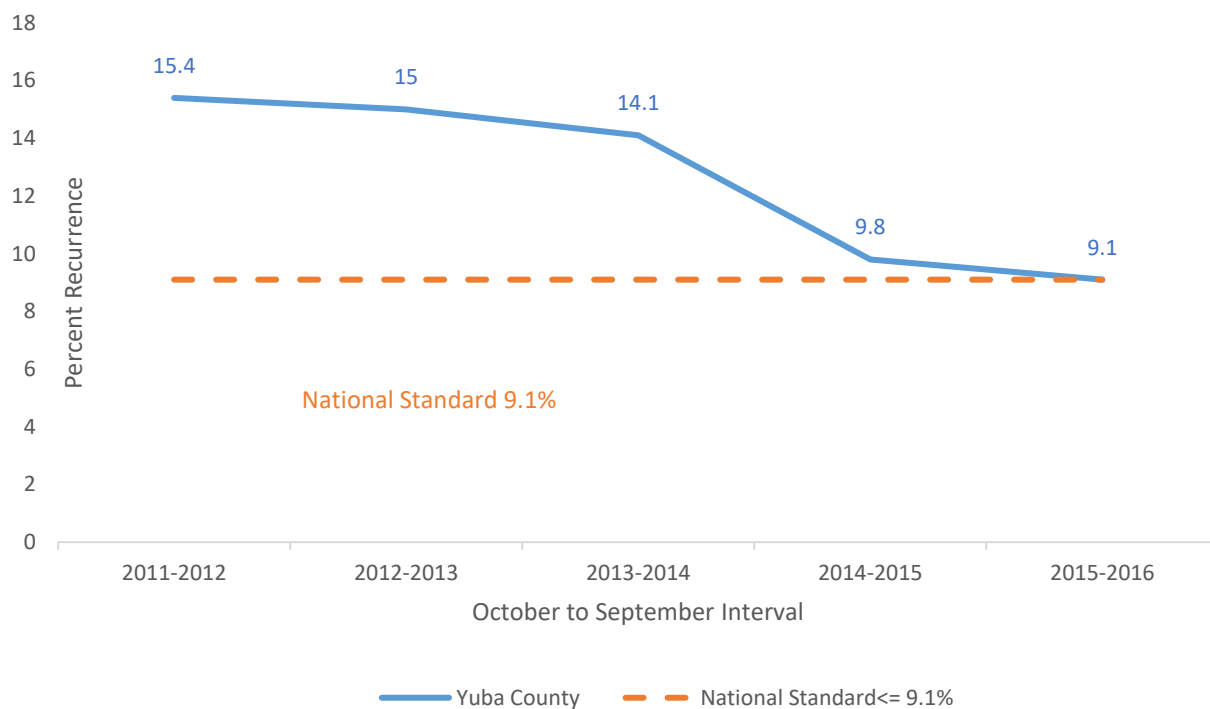
The following Outcome Data Measures were found to be performing below the established state and/or federal thresholds for child welfare:

<sup>1</sup> Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). CCWIP reports. Retrieved 5/21/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

Statewide Data Outcomes and Measures	National Standard	Yuba County
3-P2 Permanency in 12 Months for Children in foster care 12 to 23 Months	At or above 43.6%	40.0%
3-P5 Placement Stability (October 2016-September 2017)	At or below 4.12 moves per 1,000 days in foster care	5.31
Entries to Care	California state average (no national standard): 3.1 entries per 1,000 children in the state	4.6 per 1,000 children

Yuba County has implemented several system-wide programmatic changes, which are expected to improve outcomes, starting with recurrence of maltreatment. When looking at just one interval (October to September), there is a downward trend in Yuba's percentage of recurrence of maltreatment.

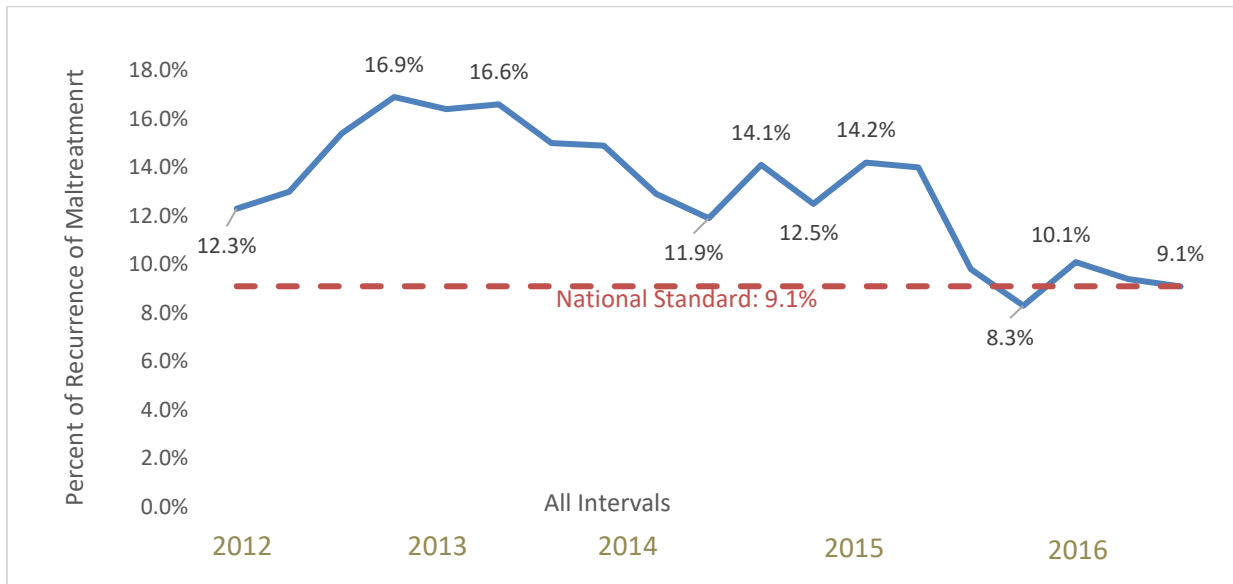
**Figure 1.1:** Percent of Recurrence in Child Welfare, Yuba County (October to September Interval)



When the data is displayed with all intervals in one graph, a clearer picture of the downward trend emerges; however, some fluctuation in performance does exist (see figure 1.2 below). Although some of this fluctuation may be due to the variability that exists with small numbers, Yuba was interested in finding out if some of the fluctuation and downward trend was related to the recent changes. Over the past few years, the fluctuation in percentages between 2014 and 2016 may be

reflective of these changes.

**Figure 1.2:** *Percent of Recurrence in Child Welfare, Yuba County (all intervals)*



Several changes in practice may have also contributed to the improvement of recurrence rates in Yuba County in spite of the limited pool of resources in an economically depressed area. Yuba County has made significant strides in establishing a collaborative relationship with Sutter Yuba Behavioral Health (SYBH) during the last cycle of data collection. Collaboration has increased dramatically with particular success in establishing mental health services. This success has bridged many gaps in services and improvement continues. Change in leadership provided an opportunity to develop new partnerships. Another important factor that may be contributing to the downward trend is that support systems have expanded throughout the county with the creation of a housing support program, which provided additional stability in meeting housing needs. Social workers from the HHSD Employment Services Division have concentrated on conducting more frequent home visits in the community due, in part, to increased collaboration with CAPS. Social workers are invited to CFT meetings, which assists with improving dialogue and communication. The collaboration process continues to develop and grow. All partners work together closely to identify responsibilities and track timelines for completion of tasks, which have been delegated during the CFT process.

### Probation

The following Outcome Data Measures were found to be performing at or ahead of the established state and/or federal thresholds for probation:

- P4: No reentries (only 1 case in past five years)
- P5: 1.29 moves per 1,000 Days

Statewide Data Outcomes and Measures	National Standard	Yuba County
<i>3-P4 Re-Entry to foster care in 12 Months (July 1, 2014 to June 30, 2015)</i>	At or below 8.3%	No Reentries (only 1 case in 5 years)
<i>3-P5 Placement Stability (October 2016-September 2017)</i>	No more than 4.12 moves per 1,000 days in Foster care	1.29 moves per 1,000 days

The following Outcome Data Measures were found to be performing below the established state and/or federal thresholds for child probation:

Statewide Data Outcomes and Measures	National Standard	Yuba County
<i>3-P1 Permanency in 12 Months for Children Entering foster care (October 2015-September 2016)</i>	At or above 40.5%	0% (2 Youth)
<i>3-P2 Permanency in 12 Months for Children in foster care 12 to 23 Months</i>	At or above 43.6%	33.0%
<i>3-P3 Permanency in 12 Months for Children in foster care 24 Months or More</i>	At or above 30.3%	0% (3 Youth)

Probation has consistently struggled to achieve permanency for their children in placement 12 to 23 months, with only one of seven children achieving permanency in that time during this interval. The average age of children in probation and in placement is 17. This trend is consistent with state trends in similarly aged populations. Probation has had difficulties with this measure due the specialized treatment programs that probation youth need. The majority of probation youth are adjudicated of a sex offense. Most juvenile sex offender treatment programs exceed 12 months.

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**Figure 1.3:** *Permanency in 12 months for those in Care 12-23 Months*

<i>Interval: October to September</i>					
<b>Measure</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>
<b>Achieved Permanency</b>	0	0	0	0	1
<b>Total Children</b>	1	1	1	1	3
<b>% Permanency</b>	0%	0%	0%	0%	33.3%

## **PRIORITIZATION OF OUTCOME DATA MEASURES**

### **Child Welfare**

The outcome measures needing improvement in child welfare were selected based on Yuba County's performance against federal standards and findings from the CSA process, Peer Review and Stakeholders Meeting. The following two outcomes were selected as the SIP outcome measures and improvement goals:

1. Recurrence of Maltreatment
2. Placement Stability

The baseline performance for recurrence of maltreatment was 9.1%; however, Yuba County's performance historically has fluctuated and consistently remains above the national standard. The CSA identified several areas of improvement, which included a significant focus on improving availability of and access to resources, including substance abuse treatment, mental health resources, transportation, and domestic violence support. The number of families in need of these specific services outweighs the capacity and can result in delays and access issues to identified services. There are also many day-to-day barriers for parents who are trying to accomplish tasks related to their case plans. With this SIP cycle, CAPS will work towards building support networks by implementing more robust safety planning that validates actual safety. In addition, Yuba County can improve by refreshing and revitalizing SDM and SOP processes by aligning practice with SOP principles, and utilizing a formal Review, Evaluate and Direct (RED) team process.

Yuba County's baseline performance for placement stability was 5.31 therefore continues to be a priority for CAPS to minimize the number of moves a child experiences while in care. CAPS focuses on the beginning stages of a case by utilizing programs and practices such as family finding to locate viable



relative and/or non-relative extended family member (NREFM) placements, Child and Adolescent Needs and Strengths (CANS) Assessment tool within Child and Family Team (CFT) meetings and Structured Family Visitation (SFV). Yuba County has also created a specialized Placement Social Worker position within Child Welfare, which is a social worker who is solely tasked with coordinating placement searches for children and youth, which benefits a more proactive and well-planned placement strategy. In the past, CAPS had instances where placements may not have been a good fit, and dedicated time and effort to proactively plan visits was lacking. Further detail about the role of the Placement Coordinator and Yuba County's success in reducing the use of congregate care can be found in the Continuum of Care Reform section later in this document.

To further improve upon the recurrence of maltreatment and placement stability, Child Welfare has developed the following strategies:

**CAPS Strategy 1: Implement RED Team in Emergency Response to improve the assessment of all incoming referrals.**

The purpose of Review, Evaluate, Direct (RED) Teams is to provide a multidisciplinary group decision-making process as part of the screening determination for calls to the Child Welfare hotline. RED teams are an evidence-informed process. Under the RED team model, hotline calls received by the agency are reviewed by the team to determine if referrals meet criteria for an in-person response and whether an immediate or 10-day response is necessary. RED teams use a group consultation framework to support information-gathering, analysis, decision making about the appropriate response to child welfare referrals and the determination of Path I and Path II referrals for the Differential Response (DR) program. Instead of the decision resting on one person, a team determines the necessity, level and timing of a response. RED teams can also help to ensure that the Structured Decision Making (SDM®) hotline tool is completed accurately and helps to improve the consistency of child welfare's decision-making.

Implementing RED Team within Yuba County will provide an opportunity for team decision making and provide direction for the investigation should a referral rise to the level for child welfare to respond. In the past, without RED Team, the review and evaluation process to determine response for child welfare referrals was mainly completed by one or both of the (two) Emergency Response Social Worker Supervisors. Collaboration within a multi-disciplinary group was not the common practice. Additionally, when child welfare referrals were assigned for investigation, the assigned social worker would conduct their investigation, return to the office and after staffing the results with a supervisor, at times it was learned that the investigation was not complete resulting in the social worker having to go back out to gather additional investigative information and evidence in order for the investigation to be

complete. RED Team is a collaborative process including professionals from other disciplines, which allows supervisors, social workers, service providers, and community partners to discuss allegations, worries and concerns as well as what may be working well, to help ensure the referral is thoroughly reviewed and evaluated for an appropriate determination and level of response. Every RED Team includes a child welfare supervisor, the intake social worker, investigating social worker and DR navigators. When necessary, child welfare extends invitations to other service providers and community partners. Additionally, when the referral is assigned for investigation, a framework for the investigative steps to be taken is clearly identified, which provides the investigative social worker with clear direction as to next steps and key areas/critical procedures identified to help ensure a thorough investigation and proper safety and risk assessment.

Throughout the CSA, collaboration between the county and community partners was a top strength. RED Team will continue to foster our collaborative efforts and ensure all needs of the family are being addressed during the referral and/or investigation process. Furthermore, RED Team assists in ensuring referrals are correctly routed to the DR program and/or child welfare, which will increase the likelihood of families engaging in services since the appropriate type of staff will be working with them to develop a safer environment for their children to mitigate any potential recurrence of maltreatment.

In July 2018, supervisors and a program manager observed Placer County's RED Team process. Placer County clearly demonstrated that they have a well-organized RED Team, which fits to their available resources and staff. Observing their RED Team gave Yuba County the inspiration and foundation to begin tailoring a process to match the resources and staffing available within the county. The Placer County daily RED Team process includes a supervisor, the intake social worker, historical review social worker, the investigating social worker and other collaterals.

#### Action Steps:

- A. Develop interim instructions and the policy and procedures for RED Team.
- B. Expand RED Team to include DR staff as standing members and identify other community partners that shall attend when applicable.
- C. Provide training to all child welfare staff, DR staff and other community partners. Develop an introduction guide for new members to review when joining RED Team.
- D. Develop a report to monitor recurrence of maltreatment on a quarterly basis to evaluate the outcomes of RED Team and the effectiveness of the meetings and team decision-making.
- E. Develop an evaluation process to identify families with recurrence of maltreatment, number of allegations, and level of response determined by RED Team members to ensure the fidelity of the process.

- F. Adapt the RED Team process based off the evaluation process.

**CAPS Strategy 2: Increase the utilization of SDM tools with fidelity prompts to ensure consistent practice.**

According to the National Council on Crime and Delinquency (NCCD), the Structured Decision Making (SDM) model for child protection assists agencies and workers in meeting their goals to promote the ongoing safety and well-being of children. This evidence- and research-based system identifies the key points in the life of a child welfare case and uses structured assessments to improve the consistency and validity of each decision. The SDM model includes clearly defined service standards, mechanisms for timely reassessments, methods for measuring workload, and mechanisms for ensuring accountability and quality controls. The model consists of several assessments that help agencies work to reduce subsequent harm to children and to expedite permanency:

- Intake assessment: The screening section of the intake assessment helps child abuse hotline workers determine if the current report requires an investigation response. The response priority section helps workers determine how swiftly an investigation must be initiated for those reports accepted for investigation.
- Safety assessment: The assessment helps workers at all points in a case determine if a child may safely remain in the home, with or without a safety plan in place. A second safety assessment, customized for use in foster and substitute care, has also been developed.
- Risk assessment: This actuarial assessment estimates the likelihood of future harm to children in the household, and assists investigation workers in determining which cases should be continued for ongoing services and which may be closed at the end of an investigation.
- Family strengths and needs assessment: The FSNA informs case planning by structuring the worker's assessment of family caregivers and all children across a common set of domains of family functioning. For the case plan, priority areas of need are chosen as the focus of efforts to improve family functioning and child safety.
- Risk reassessment: For families receiving in-home services, the actuarial risk reassessment helps the ongoing service worker determine when risk has been reduced sufficiently that the case may be recommended for closure.
- Reunification assessment: For families with a child in out-of-home care with a goal of reunification, this assessment helps the worker determine when a child may safely be returned to the home, or when a change in permanency goal should be considered. The assessment has three sections that focus on risk, caregiver-child visitation, and safety.

NCCD views the SDM model as a vital component of a child welfare practice model that also includes engagement and solution-focused approaches to working with families, as well as evaluation and quality improvement activities

During the CSA, stakeholders expressed concern that while reports of abuse and/or neglect were being investigated, concerns remained that a full evaluation of the family dynamics and complex needs were not consistently addressed. While the SDM hotline tool is consistently utilized as part of the screening process for new referrals alleging abuse and/or neglect, child welfare identified the family strengths and needs assessment, risk reassessment and reunification assessment tools are not always completed timely and/or consistently. The lack of timely utilization of these tools may be a result of missed opportunities to ensure families are connected to the needed resources and support networks prior to closing a case. Child welfare believes SDM is a valuable tool to assist social workers in assessing the safety of children and ensuring parents have the necessary resources and tools available to them so the risk of recurring abuse is reduced.

In 2018, social workers and supervisors received refresher training to support increased utilization and emphasize the importance of SDM. To further reduce the recurrence of maltreatment, Yuba County will focus on increasing the timely utilization of all SDM tools during the 2019-2024 SIP cycle.

**Action Steps:**

- A. Provide consistent reminders and share SafeMeasures data at weekly staff meetings to actively support utilization of SDM tools.
- B. Identify the SDM tools that are not completed timely and review the recurrence of maltreatment data to assess which tools will have the most impact in reducing recurrence of maltreatment. Establish a baseline of SDM tool utilization to create clear expectations for utilizing tools.
- C. Update current the County's policy and procedures to align with the State's policies regarding the regarding the use of SDM tools for investigations, ongoing case management and prior to case program status changes.
- D. Supervisors and staff will utilize SafeMeasures weekly to ensure timely completion of all SDM tools.
- E. Supervisors will utilize SafeMeasures data and a standardized template to monitor and coach social workers during bi-weekly one-on-one supervision to ensure SDM tools are being used regularly and timely.

- F. Supervisors will review SafeMeasures data with managers during bi-weekly one-on-one supervision and develop coaching plans.
- G. Develop an evaluation process to ensure fidelity of SDM and share with staff during division meetings on quarterly intervals to promote consistency

**CAPS Strategy 3: Develop infrastructure to support the renewed implementation of SOP.**

Yuba County Health and Human Services Department is interested in determining current trends in Safety Organized Practice (SOP) within its Child and Adult Protective Services division to develop a baseline for future implementation efforts as part of its System Improvement Plan (SIP) goals, activities and objectives. According to the Northern California Training Academy, Safety Organized Practice (SOP) is a collaborative practice approach that emphasizes the importance of teamwork in child welfare. SOP aims to build and strengthen partnerships with the child welfare agency and within a family by involving their informal support networks of friends and family members. A central belief of SOP is that all families have strengths. SOP uses strategies and techniques that align with the belief that a child and his or her family are the central focus, and that the partnership between the agency and the family exists in an effort to find solutions that ensure safety, permanency, and well-being for children.

Safety Organized Practice is informed by an integration of practices and approaches, including: solution-focused practice; Signs of Safety; Structured Decision Making (SDM); child and family engagement; risk and safety assessment research; group supervision and interactional supervision; appreciative inquiry; motivational interviewing; consultation and information sharing framework; cultural humility; and trauma-informed practice. SOP brings a common language and framework to enhance critical thinking and judgment on the part of all involved with a family in the pursuit of a balanced, complete picture of child welfare issues. The main objectives consist of:

- Strategies for the creation of effective working relationships and a shared focus to guide casework among all stakeholders (child, family, worker, supervisor, natural and formal supports, etc.). These strategies include facilitated family meetings, the development of family safety networks, group supervision and family finding.
- Enhancing critical inquiry and minimizing the potential for bias by workers through a rigorous “mapping” of the safety, danger and risk undertaken collaboratively with all stakeholders who have an interest in the well-being of the children.
- The development of a joint understanding by workers, families, natural and formal supports as to what the attendant dangers, risks, protective capacities and family strengths are, and what clear, meaningful behavioral changes and goals are need to create safety for the children.
- Application of research based tools to enhance consistency, validity and equity in the key case

decisions that child welfare agencies make every day.

During the CSA, stakeholders expressed family engagement was a key element to reducing the recurrence of maltreatment. In addition to linking families to resources and supportive services, many families require consistent coaching and engagement by the social worker to ensure the family achieves and maintains a safe environment within the home. This allows families to develop healthy habits and form support networks that would assist in reducing the risk of future maltreatment. Another common theme expressed by the biological family and resource family focus groups was that there is a need for more consistent communication regarding the needs and goals of the family and child. Focusing on consistent communication to address concerns that may arise while a child is in placement would reduce placement disruptions. SOP supports a collaborative approach between social workers and families that emphasizes engagement through the life of the child welfare case. This approach will create the foundation for families to be more open about their needs, which will ensure families receive the necessary services to address the risks in the home or address any challenges the child may be facing while in their foster home, which in turn will positively affect placement stability and the recurrence of maltreatment.

Yuba County's SOP implementation efforts began in 2012-2013, when Signs of Safety (SOS) was first brought to California. At that time, all staff received initial training in SOS. Initial implementation was focused on front-end investigations and Family Maintenance/Family Reunification (FM/FR) cases. At that time, a dedicated staff facilitator was assigned to facilitate SOP Family Team Conferences (FTCs). FTCs utilized the SOP safety mapping process and occurred with some regularity, primarily in Emergency Response referrals. Since that time, the worker left that position and with the statewide implementation of Child and Family Teaming (CFT) within Child Welfare, a contract was executed with Victor Community Support Services (VCSS) to facilitate CFT meetings. The purpose for contracting this service was to have a neutral party facilitating the meetings between Child Welfare and families involved with Child Welfare.

Yuba County's child welfare has also experienced internal promotions and turnover in the past few years, resulting in several new social workers being hired during that time. New social workers are receiving foundational training in SOP strategies and tools in Common Core 3.0 however; there is still a need to develop consistent practice amongst staff. In November 2017, CAPS conducted an SOP fidelity review, which resulted in the following recommendations, including SOP as a continued strategy with action steps for the SIP identified as follows:

- Create an SOP implementation team including supervisors, managers and social workers as well as community partners or parent partners, as appropriate.
  - Develop and implement a plan for renewed SOP implementation, design a



communication strategy and serve as agency champions for SOP practice.

- The team should meet at least monthly to address worries, what is working well and next steps in the agency's use of SOP.
- Develop an ad hoc workgroup to create agency expectations regarding SOP inclusion in case plans and court reports.
- Create templates and tools for Social Workers to easily access in the field to improve consistent utilization of SOP in daily practice.
- Develop policies, procedures and protocols that support the use of SOP throughout the division.
- Supervisors to hold regular group supervision utilizing the Consultation and Information Sharing Framework, so that this framework becomes integrated into practice and creates opportunities for staff's professional development through presenting and/or facilitating cases.
- Managers to utilize parallel process meeting structure with supervisors that asks the Three Questions about SOP implementation and have supervisors scale their commitment to SOP implementation.
- Coordinate refresher trainings on the more intensive modules of SOP that provide a deeper dive into specific tools and practices.
- Institute clear guidelines, forms and templates for consistent documentation of SOP throughout the life of a referral/case.
- Incorporate SOP language into screener narratives, investigation narratives, contact notes, case plans, and court reports, including the documentation of solution-focused questions used with children, youth, families and the safety network.
- In case plans, limit client Service Objectives to three to five objectives per parent.
- Ensure that goals and objectives are individualized and behaviorally specific, rather than service driven. Ideally, these should include Harm and Danger/Risk statements and Safety Goals.
- Address behavior change and acts of protection demonstrated by parents in court reports.

Action Steps:

- A. Compile existing SOP field tool-kits and distribute to social workers.
- B. Provide refresher training and ongoing coaching to social workers utilizing the Northern California Training Academy (NCTA).
- C. Develop a workgroup to identify which focus areas of SOP will be deemed mandatory, such as Safety Mapping and Safety Planning.
- D. The workgroup will develop a framework template for documenting SOP within the CWS/CMS system.

- E. The workgroup will identify specific focus areas of SOP to have integrated into CFT meetings to further improve placement stability.
- F. Develop policy and procedures regarding the usage of SOP strategies and tools in order to ensure SOP is utilized to increase the level of ongoing family engagement.
- G. Integrate SOP into CFT meetings.
- H. Develop a tool to monitor the utilization of SOP through supervisor case reviews.
- I. Supervisors will monitor and coach social workers to utilize SOP tools. Supervisors will utilize a standardized template to review with social workers during bi-weekly one-on-one supervision.
- J. Supervisors will provide updates regarding utilization of SOP during weekly management and supervisors meetings. Instructions and/or clarification shared during these meetings will be documented and shared with staff during weekly unit meetings.
- K. Develop an evaluation process to ensure fidelity of SOP.

**CAPS Strategy 4: Further develop the CFT process to increase the fidelity and capacity of CFTs to support children at risk of placement disruption.**

A foundational principle of Safety Organized Practice (SOP) is that teaming with a family and building their network are necessary, critical practices to ensure child safety, permanency and well-being. Another core principle of SOP is that the person who caused the harm or danger to the child cannot ensure child safety on their own until they have demonstrated acts of protection over a sufficient period of time; therefore, a network of other adults who care about the child is needed to help ensure safety. Child and Family Team (CFT) meetings — are a process of bringing together the child(ren), parent(s) or other caregiver(s), and the family's network for a specific purpose in order to discuss what is working well, worries and next steps.

During the CSA process, CFTs stood out as one of the practices that is helping to improve child welfare services on all fronts. The CFT process has improved communication and engagement of children, families, and natural support networks, as well as a variety of formal supports including educational partners and behavioral health staff. In December 2018, Yuba County also incorporated the CANS assessment tool to be completed in conjunction with CFT meetings to assess the well-being of the child, identify the strengths and needs of the child, family, and placement environment. CAPS is diligent in holding CFTs within 14 days of the initial detention and within 60 days from the initial removal for the case plan development. However, there is still an opportunity for growth in convening CFTs between the mandated timeframes when there is an identified need to discuss and make key decisions, including supportive services to the child and family to ensure placement preservation. CFTs directly affect placement preservation by providing children, parents and resource families clear goals and

expectations to ensure placement of a child is successful. With these common goals and expectations in place, this should improve placement stability since the social worker, families and support networks will be working together to ensure the needs of the child are addressed immediately. With this in mind, it is child welfare's expectation that the CFT communicate consistently and work together if behavioral concerns arise or a need for supportive/specialty services are identified to ensure placement preservation.

**Action Steps:**

- A. Incorporate CANS into CFTs to identify the top needs and strengths of the family and help develop behaviorally based case plans.
- B. Conduct monthly meetings to work collaboratively with FFAs to encourage engagement and ensure resource families participate in the CFT process.
- C. Create incentives to engage children in participating in CFTs.
- D. Develop a process to expedite the scheduling of CFTs for specialty mental health services, case plan development, or any other changes to ensure challenges that may cause a potential placement disruption are addressed timely.
- E. Review and update current policy and procedures to clearly identify the expectations for CFTs and strategies to help reduce placement disruptions.
- F. Develop a tracking mechanism that identifies the cause for potential placement disruptions, timeliness in scheduling CFTs, participation of resource families, and placement preservation percentages.
- G. Develop an evaluation process to ensure fidelity of CFTs and adjust the CFT process based off of findings.

**Probation**

Outcomes needing improvement were selected based on Yuba County's performance against federal standards and findings from the CSA process, Peer Review and Stakeholders Meeting. The following was selected for the SIP outcome measure and improvement goals:

1. Permanency in Twelve Months for youth in care 12-23 months

With few exceptions within the past five years, Yuba County Probation typically has had three or fewer youth in care at any given year for all three permanency measures. Permanency for these youth is low (most or all not achieving permanency within the given timeframe) and the majority of probation youth ordered into out of home placement are youth who have been adjudicated of a sex offense. Measurement of increases in permanency using percentage is difficult when there are few youth in care,

however, yet efforts can be made through strategies addressing the unique needs of this population to increase the chances of permanency.

Throughout the CSA, there was a recurring theme that probation youth are in need of a support network once they have completed rehabilitation goals and are beginning to transition back into their local community. Probation and community partners all agreed that the best support network for youth is to have relatives and/or NREFMs support their transition. In light of this, probation recognizes that there has to be a more concerted effort to encourage relatives/NREFMs to become resource families and further improve the guidance given to families that are caring for probation youth. Probation youth placed in relative/NREFM homes are more inclined to develop connections with their caregivers which in turn provides the support probation youth must feel to succeed in becoming productive members of their community and exit to permanency.

**Probation Strategy 1: Increase the number of resource families available within the local community through the identification and engagement of relatives/NREFMs.**

**Action Steps:**

- Research family finding and engagement models utilized by other county probation agencies and identify a process that will best work for Yuba County.
- Train staff on how to increase Family Finding and Family Mapping efforts.
- During initial placement CFT, ensure that identification of additional relatives/NREFMs is discussed with members in attendance.
- Develop a process to ensure relatives/NREFMs that are identified during the initial CFT are engaged within 30 days after the CFT.
- Placement officer to provide introductory information about the process of becoming a resource family home to potential caregivers that have been identified and then provide a warm handoff to RFA approving social worker.
- 90 days prior to completion of residential treatment programs, ensure that relatives/NREFMs are engaged for placement of the youth upon completion of their program when reunification is unlikely.

**Probation Strategy 2: Improve the availability and provision of concrete supports and services to families and relatives/NREFMs identified within CFTs and family finding efforts as supports for youth.**

**Action Steps:**

- Provide financial support for enrichment activities between youth and caregivers to support the development of relationship building and placement preservation.
- Develop and utilize an orientation resource packet of information that will be provided to

caregivers and additional support members identified within the CFT that outlines the probation placement process and juvenile justice system.

- For youth ordered into or placed in residential treatment, ensure that identified relatives/NREFMs receive regular updates on progression of youth within treatment program. Ensure that regular contact is offered and facilitated between youth in placement and support members identified within CFTs or family finding efforts.

The majority of probation youth ordered into out of home placement are youth who have been adjudicated of a sex offense. Historically, the mindset has been that any youth adjudicated of a sex offense required congregate care. In 2017, the probation department incorporated Clinical and Forensic Assessments conducted by a Licensed Clinical Psychologist on youth adjudicated of a sex offense. These assessments have assisted the Probation Department and the Court in determining the appropriate disposition and/or treatment. The Probation Department is responsible for youth returning home, placed in Resource Family homes or those in Short Term Residential Therapeutic Programs (STRTP). All have the potential of continued risk, yet are entitled to permanency. Therefore, the Probation Department selected two strategies to focus on; increase the application of safety planning for youth including attention to community safety, and increase and improve the development of specialty homes including the addition of services and supports to relatives allowing increased permanency.

The probation department has increased placement of youth in Resource Family homes since the implementation of Continuum of Care Reform. However, Resource Family homes are difficult to locate, especially for youth adjudicated of a criminal offense. Efforts have been made to recruit Resource Family homes, including relative homes. A contract is in effect for Victor Community Support Services to conduct Family Finding in conjunction with Child and Family Team meetings. The probation department intends on increasing and improving the development of specialty homes including the addition of services and supports to relatives allowing increased permanency. The intent is to have Resource Family homes available and willing to have adjudicated youth in their homes; specifically youth adjudicated of sex offenses. This will involve a significant amount of family finding, family mapping, and family engagement at the onset of a youth's case.

## **PRIORITIZATION OF DIRECT SERVICE NEEDS**

### **Child Welfare**

Over the past years, CAPS has seen an increase in substance abuse and its impact on newborns and children. Several of the severe and general neglect allegations that CAPS has received are due to parental substance abuse. Substance abuse is a significant public health problem and is a priority area of

concern that was highlighted in Yuba County's recent countywide Health Assessment completed by the Public Health division. Through the CSA process, CAPS and community stakeholders identified there needs to be a significant focus on improving availability of and access to resources in this small community, including substance abuse treatment, mental health resources, transportation, and domestic violence support.

CAPS continues to value the Differential Response (DR) program for prevention services and has consistently funded the DR program with CAPIT and CBCAP funds. Yuba County recently selected a new DR provider, Youth for Change, through a Request for Proposal (RFP) process and has already started the implementation process with the new provider. Youth for Change is developing policies and procedures and response timelines for culturally responsive neighborhood and center-based services. The DR program will provide resources and referrals through trained staff, will participate in local networking, and expand the availability of services through non-traditional service hours and community outreach. DR staff currently participate in daily RED team meetings to assist in the determination of Path I and Path II responses. In addition, the DR provider recently added a licensed therapist to their staff to provide behavioral health services in the home and on-site for families that have no other resource for behavioral health services.

To ensure that PSSF funds are distributed throughout the continuum of care, a minimum of 20% of the PSSF allocation must be distributed into each of the four service categories: family preservation, community-based family support, family reunification, and adoption promotion and support. CAPS contracted with Yuba County Office of Education to provide parent education classes and has reserved a portion PSSF funds to be held in house for services and adoption promotion and support.

Educational classes for parents within Yuba County continues to be a strategy for prevention and early intervention therefore PSSF funds continue to be utilized to contract with Yuba County Office of Education to provide the Positive Discipline, Loving Solutions, and Parent Project classes to CAPS and non-CAPS involved parents/caregivers. The classes are held at a local school in Marysville and each series consists of 8-12 weekly classes at 2-3 hours per class, Monday through Friday. The series will rotate between being held in the morning, 10:00am to 12:00pm, and in the evening, 5:00pm to 8:00pm, to allow flexibility. YCOE provides nutritional meals and childcare services to the CAPS parents and families attending the parenting classes. In addition, these classes serve as an additional support to resource families and adoptive parents to further improve placement stability of foster children and youth.

The parent education curriculum works in conjunction with the county's Structured Family Visitation (SFV) program. PSSF funds are utilized to support the SFV program, which is conducted



primarily in the state of the art CAPS Visitation Center located in the CAPS office. The CAPS Visitation Center provides a home-like setting that includes toys and games, comfortable furnishings, an outdoor children's playground, activities, and use of a kitchen for meal preparation. The SFV program allows parents with child welfare cases to work with CAPS staff to strengthen the parenting skills, which in turn may reduce future recurrence of maltreatment of their children.

### **Probation**

The majority of probation youth ordered into out of home placement are youth who have been adjudicated of a sex offense. Historically, the mindset has been that any youth adjudicated of a sex offense required congregate care. In 2017, the probation department incorporated Clinical and Forensic Assessments conducted by a Licensed Clinical Psychologist on youth adjudicated of a sex offense. These assessments have assisted the Probation Department and the Court in determining the appropriate disposition and/or treatment. The Probation Department is responsible for youth returning home, placed in Resource Family homes or those in Short Term Residential Therapeutic Programs (STRTP). All have the potential of continued risk, yet are entitled to permanency. Therefore, the Probation Department selected two strategies to focus on; increase the application of safety planning for youth including attention to community safety, and increase and improve the development of specialty homes including the addition of services and supports to relatives allowing increased permanency.

The Probation Department does not have a safety-planning tool and will be identifying or creating one to utilize on all youth on probation and in out of home placement. The probation department will seek guidance from child welfare agencies to determine the most appropriate safety-planning tool as they have traditionally utilized a tool. The intention of implementing the tool prior to placement would be to maintain the youth in the home of their parent or legal guardian. For those youth removed from their parent and who are in an RFA or STRTP, the tool will assist in maintaining said placement and will decrease changes in placement.

The probation department has increased placement of youth in Resource Family homes since the implementation of Continuum of Care Reform. However, Resource Family homes are difficult to locate, especially for youth adjudicated of a criminal offense. Efforts have been made to recruit Resource Family homes, including relative homes. A contract is in effect for Victor Community Support Services to conduct Family Finding in conjunction with Child and Family Team meetings. The probation department intends on increasing and improving the development of specialty homes including the addition of services and supports to relatives allowing increased permanency. The intent is to have Resource Family homes available and willing to have adjudicated youth in their homes; specifically youth

adjudicated of sex offenses. This will involve a significant amount of family finding, family mapping, and family engagement at the onset of a youth's case.

## Child Welfare/Probation Placement Initiatives

### **Commercially Sexually Exploited Children (CSEC)**

The Yuba County CSEC Multi-Disciplinary Team (MDT) was established upon completion of the County CSEC protocol. Partner and stakeholder agencies include Sutter Yuba Behavioral Health (SYBH), Yuba County Victim Services, the Yuba County District Attorney, local law enforcement agencies, Yuba County Office of Education (YCOE), Probation and CAPS. The CSEC MDT has a formalized process in place for crises involving at risk children/teens who are believed to have been exploited. Yuba County CSEC MDT can be assembled within 2 hours of a report or suspicion of human trafficking when brought to the attention of CAPS, Probation, SYBH, Victim Services, schools or Law Enforcement. The MDT members worked together to identify roles to ensure this swift and appropriate response to delicate situations. The MDT response to CSEC reports/cases includes an advocate from Victim Services, a multi-disciplinary forensic interview by a trained interviewer, a clinician or other Behavioral Health representative and an investigator from the partner law enforcement agency. Assistance with safe placement, should it be needed, and ongoing supportive services are coordinated to address any needs.

In June 2017, CAPS invited ILP participants to a CSEC awareness training and provided a fifty-dollar gift card as an incentive to those that attended. The training proved to be successful as the youth were engaged throughout the training and many stayed after the training to speak with the instructor. Again, in 2018, members of the CSEC MDT attended a regularly scheduled ILP class to provide ongoing CSEC awareness training to foster youth.

In April 2018, members of the CSEC MDT provided three community awareness workshops that were geared towards youth 10-13 years old accompanied by a parent/guardian, teens 14 and older, parents, educators and other community members. Yuba County Office of Education spearheaded these workshops, which were held in two community locations in Marysville and a local middle school in Plumas Lake. The CSEC MDT members were able to provide specific and detailed data regarding the local area and the importance of CSEC awareness.

### **Continuum of Care Reform (CCR) and Resource Family Approval (RFA)**

To assist with the implementation of the RFA program, CAPS dedicated a supervisor and specific social workers to be trained on the Resource Family approval process. July 2017, Yuba County signed a contract with Binti software to streamline the application process. CAPS also ensured the curriculum for

the Foster Kinship Care Education (FKCE) classes was updated with the necessary training materials. In March 2018, the county began utilizing the Foster Parent College (ACIN I-51-17) for those resource families that are unable to attend classes in person due to scheduling conflicts. In addition, CAPS has been focused on recruiting more resource families; brochures have been created and CAPS has attended multiple community outreach events. There is an agreement in place to ensure that the Yuba County Office of Education invites CAPS to back-to-school nights to conduct outreach and recruitment of Resource Families. In regards to the RFA process, the most significant local impact has been in the increase in relative and NREFM caregivers. Yuba County CAPS has not seen as significant of an increase in recruitment of NREFM caregivers but nonetheless, there was an increase in the number of local county homes. Utilizing Binti for RFA recruitment has been very advantageous, as it has significantly streamlined the county's application process. Additionally, Binti has been a strong partner, making helpful adjustments to the system/process based on the RFA Social Worker's feedback.

As previously mentioned, Yuba County has created a specialized position within Child Welfare, Placement Coordinator, solely tasked with coordinating placement searches for children and youth, which benefits a more proactive and well-planned placement strategy. The placement coordinator attends CFT meetings, becoming familiar with children and youth, local resource families and their strengths, experience, etc. Yuba County has made significant strides in reducing the use of congregate care. In addition to the Placement Coordinator role, there are likely a variety of local efforts that are contributing to the successful reduction in the use of congregate care. These efforts include making concerted efforts to better match children/youth in placements by proactively seeking placements that are a good fit in regards to the child or youth's needs, the make-up of the resource family, access to services, education needs, etc.

CAPS and Probation has had a monthly placement review committee meeting for approximately five years and is known as SuperCAT. This group is comprised of Child Welfare, Probation, Behavioral Health, Community Based Organizations which includes contracted BH providers and the CFT/CANS provider, Regional Center (when applicable) and local education partners including County Office of Education and local school districts to review both probation and child welfare youth in congregate care. With the implementation of CCR, the minimum review frequency for each child was increased to every other month. Each youth in congregate care is reviewed with the team every other month and then monthly when they are within 90 days of transition. This team has been instrumental in identifying opportunities for less restrictive placement such as home-based settings and in identifying and securing the resources needed to successfully transition youth out of congregate care. The team utilizes a standardized review form that helps formalize the review process and is targeted to explore what the

child, youth and family need to transition out of congregate care. CAPS and Probation find that staff are feeling empowered to come to this team with more creative solutions and leadership is more willing to consider out of the box solutions than they have been in the past.

Yuba County CAPS and Probation have contracted with Victor Community Support Services (VCSS) to facilitate Child and Family Team (CFT) meetings, a requirement under Continuum of Care Reform (CCR). VCSS provides a family advocate, facilitator, and parent partner. The family advocate processes the CFT referrals from probation officers and social workers; collaborates with CFT participants to complete the initial draft of the Child and Adolescent Strengths and Needs (CANS); engages natural supports for the family and youth; and identifies the most suitable location for CFT meetings. The facilitator coordinates with the family advocate to schedule CFTs, conducts the initial and follow-up CFTs, and completes the CFT Meeting Success Plan. The parent partner establishes and implements the support services for parents and guardians, informs the family of basic mental health and social service information, serves as a role model and advocates for the family and youth when necessary, completes the connection map with the youth, probation officer or social worker, and conducts family finding efforts and engagement activities. On a monthly basis the family advocate, facilitator, parent partner and their immediate supervisor from VCSS meet with Yuba County Probation and CAPS program managers and supervisors to discuss progress and any needed changes. The Sutter-Yuba Behavioral Health Clinical Program Manager of Youth and Family Services or designee also attends the meetings for input regarding mental health services.

In addition to VCSS' family-finding efforts, the Probation placement officer continues to utilize internet search engines to attempt to locate additional family members of the youth or additional persons the youth feels are significant and could serve as a lifelong connection. The placement officer has located and connected with biological parents and family members the youth did not know existed. It is hoped that during this process, the youth will have a permanent living arrangement upon exiting foster care. The CFT process has been integral on many levels and has been particularly impactful regarding placement, as we have found natural supports who have expressed interest in becoming a child-specific Resource Family for child (i.e. a teacher or other school staff, group home staff) and some of these have eventually become stable placements for children/youth. Effective CFT implementation has contributed significantly to efforts in reducing the use of congregate care.

Pursuant to CCR, Yuba County has implemented the CANS assessment tool to be completed in collaboration with the Child and Family Team (CFT) to assess the well-being of the child, identify the strengths and needs of the child, family, and placement environment. The CANS assessment tool for child welfare focuses on seven primary domains:

- Child Behavioral/Emotional Needs
- Risk Behaviors
- Life Functioning
- Cultural Factors
- Strengths
- Trauma Experiences
- Caregiver Resources and Needs

The CFT informs the CANS scoring in several key areas, which includes but are not limited to:

- Placement and housing decisions.
- Identifying services and supported needed by the child or non-minor dependent (NMD).
- Determining if the child or NMD is impacted by trauma and has unmet behavioral health needs.
- Relevant social, cultural, and physical factors.
- Determining educational needs.
- Assisting in identifying any support and service needs of the family or care provider, such as environmental conditions.

CAPS contracted with Victor Community Support Services (VCSS) to complete the CANS assessment. VCSS consults with the CAPS' social worker, SYBH therapist and all other involved parties (the child, parents/caregivers, school, regional center, Victim Services, etc.) to use the information effectively to develop a behaviorally based case plan that addresses prioritized needs and builds on identified strengths. The initial CANS assessment is completed at the CFT meeting that is held within 60 days of initial detention and at least every six months thereafter, unless there are significant changes in the child or NMD's circumstances which requires updating the CANS and case plan to reflect the current needs. This team approach helps guard against individual bias, promotes better informed decision-making, and shares accountability and risk. Bringing case plan expectations and resources together, while utilizing the CANS assessment tool has resulted in a simplified, coordinated plan that will improve placement stability and success of the child.

### **Pathways to Mental Health (Katie A.)**

CAPS and SYBH have collaborated to ensure children and youth have access to the services needed to stabilize their mental health and their placements. A Katie A. referral form has been in place for several years and staff are trained to ensure Katie A. requirements are met. CAPS management and SYBH continue to meet quarterly to work collaboratively to meet the needs of foster children who meet the medical necessity criteria and for subclass members.



CAPS continues to expand and strengthen their collaborative partnership with Behavioral Health. CAPS has a long standing history of partnering well with Behavioral Health and the recent onboarding of a new child welfare director with extensive behavioral health experience has been helpful in these expanding these efforts, as having in depth knowledge of BH services and opportunities to access and embed these services within child welfare has proved advantageous. One of the projects implemented in this area include embedding behavioral health therapists within the child welfare division and having those staff serve as the single point of screening and assessment for child welfare youth needing specialty mental health services. CAPS is in the process of expanding the current contract with BH to add an additional therapist to provide SMHS to foster youth. Behavioral Health has been concurrently working to expand and improve access to community-based behavioral health services including Full Service Partnership (FSP) services, Therapeutic Behavioral Services (TBS), In Home Behavioral Services (IHBS), and Intensive Care Coordination (ICC). Quick access to high-quality community-based BH services has been helpful in keeping children and youth in home-based settings and reducing the need for congregate care.

#### **AB 12**

The Yuba County Probation Department currently has 2 youth participating in extended foster care services. The placement officer has assisted youth in locating an appropriate residence during the transition process; all of which have included various types of residences such as resource family homes, Transitional Housing Plus + Foster Care program (THP+FC), and a Supervised Independent Living Program (SILP). Despite the Probation Department's low number of youth participating in this program, the probation officer has had the opportunity to work with youth on all supportive services that THP+FC and SILP have to offer. As a result, the Probation Department composed an extended foster care manual as a reference tool.

During 2017/2018, CAPS had an average of 42 participants in extended foster care services. A dedicated social worker assists youth in locating a residence during the transition process, which includes resource family homes, THP+FC, and a SILP. In addition, Yuba County utilizes the Youth Empowerment Strategies for Success (YESS) program that incorporates community training in the areas of education, employment, life skills and financial literacy. This program allows youth to obtain skills through field trips and retreats conducted in the community where they are able to complete hands on training in nutritional cooking, personal hygiene, banking, job searches, resume writing, housing applications, college applications, and computer skills.

## **Federal Case Review**

The Child and Family Services Review (CFSR) focuses on identifying CAPS' efforts to engage children and parents in case planning and services by reviewing case files, interviewing biological parents, foster parents, previous placement caregivers and other collateral contacts including service providers. Initial case reviews were completed on cases for multiple quarters and submitted for quality assurance (QA) review. In past years, there were various staffing changes, which created barriers for completing a full case review. During 2017, a social worker was appointed to this position full time, completed the required training and assumed responsibility for federal case review duties for Federal Fiscal Year 2017/2018. Nine cases have been reviewed during the first two quarters of FY 2017/2018. Since that time, the Federal Case Review social worker has worked diligently to ensure all state-assigned cases are reviewed quarterly and when the assigned case does not meet the qualifications, the social worker follows state directives in requesting an exemption and a replacement case for review. QA duties have been assigned to a program specialist in the CAPS division.

## **Probation**

Yuba County CAPS and Probation have contracted with Victor Community Support Services (VCSS) to facilitate CFTs, which are a requirement under the Continuum of Care Reform. VCSS provides a family advocate and a CFT facilitator. The family advocate is responsible for processing CFT referrals from probation officers and social workers; completing a connection map with youth, probation officer or social worker; conducting family-finding efforts; engaging natural support for the youth; and setting up CFT meetings. The facilitator coordinates with the family advocate to schedule CFTs, conducts initial and follow-up CFTs, and completes the CFT Meeting Success Plan. On a monthly basis, the family advocate, facilitator and their immediate supervisor from VCSS meet with Yuba County Probation and CAPS program managers and supervisors to discuss progress and any needed changes. The Sutter-Yuba Behavioral Health Clinical Program Manager of Youth and Family Services or delegate also attends the meetings for input regarding mental health services.

In addition to VCSS' efforts in family finding, the placement officer continues to utilize internet search engines to attempt to locate additional family members of the youth or additional persons the youth feels are significant and could serve as a lifelong connection. This has been extremely beneficial and rewarding to the youth. The placement officer has located and connected with biological parents and family members the youth did not know existed. It is hoped that during this process, the youth will have a permanent living arrangement upon exiting foster care. The placement officer intends on contacting CAPS' adoptions social worker at the onset of the youth entering foster care. The placement

officer, and the Probation Department as a whole, is not accustomed to having 602 Welfare and Institutions (W&I) Code youth adopted. Therefore, it will be requested that a training session be provided in order to begin referring youth for adoption services.

A number of Probation staff have participated in the Strengthening Families Program training provided by SYBH. The intent of training probation staff is to begin providing the Strengthening Families Program within the Probation Department. Offering this program to youth and their families will enhance their relationships and promote a successful reunification.

The Probation Department utilized a portion of the CWS Outcome Improvement Augmentation allocation to purchase gift cards for local restaurants and the theater for utilization during home visits. This encouraged the family to participate in pro-social activities together. In doing this, the family was able to spend quality time together, which involved communication and bonding during meals. These activities were vital to successful reunification with family. In addition to family pro-social activities, the allocation has paid for a membership at YMCA for a youth who resides out of the area and is unable to return to his mother's care. The remaining allocation money was utilized to purchase gift cards at gas, clothing and household item stores. These gift cards are utilized to purchase clothing and shoes for youth entering foster care that had very little clothing. The youth would often arrive with clothing that did not fit or was not suitable (torn, stained, etc.). The placement officer often took youth shopping in order to obtain appropriate clothing and helped teach them how to budget money. The clothing purchased was also often used for court appearances and/or employment interviews. Having access to clothing would also prepare the youth for establishing a relationship with professional mentors. The youth gained more confidence in wearing quality and professional clothing. The Probation Department purchases household items or furniture at other stores for youth who are transitioning into adulthood. The allocation has also been used to pay for hotel rooms to assist parents in visiting their children.

The placement officer encouraged families to be an active participant in the youth's education. The placement officer ensured families were aware of the youth's needs and their successes. The Probation Department utilized a portion of the CWS Outcome Improvement Augmentation allocation to purchase gas cards. The gas cards assisted families with traveling to the placement facility/school (often out of the local area) to attend Individualized Education Plan (IEP) meetings or other equally important school meetings. Engaging the youth's family in their child's education was extremely important and beneficial to the youth's success in school. The youth felt supported by their family and were excited to share their achievements.

The placement officer has contacted various foster family agencies (FFAs) regarding the recruitment of 602 W&I Code resource family homes. During these conversations, the placement officer

has established relationships that resulted in minors being placed in resource family homes. Although the resource family homes were not primarily 602 W&I Code, they were accommodated to meet the minor's needs. Additionally, the placement officer is an active participant in the Foster Youth Advisory meeting and the BRC. During both of these meetings, the placement officer has had the opportunity to continue advocacy for 602 W&I Code resource family homes. The Juvenile Unit Supervisor and the Placement Officer have attended resource family recruitment trainings and have discussed future recruitment activity ideas with Sutter County Probation and the possibility of collaborating and sharing resources for 602 W&I foster youth.

The placement officer regularly monitors the youth's participation and progress in the Independent Living Program (ILP). Additionally, the placement officer has regular contact with the ILP coordinator and receives progress reports. These progress reports are discussed monthly with the youth and often with the youth's parents.

## 5 – Year SIP Chart

### Child Welfare

**Priority Outcome Measure or Systemic Factor:** 3-S2 Recurrence of Maltreatment

**National Standard:**  $\leq 9.1\%$

**CSA Baseline Performance:** 9.1% (Q3 2017). According to the Q3 2017 Data Report, there were 274 children with at least one substantiated maltreatment allegation. Of those 274 children, 25 children had another substantiated maltreatment allegation within 12 months of their initial report during October 1, 2015 to September 30, 2016 (9.1%).

**Target Improvement Goal:** Year 3 (October 1, 2017 – September 30, 2018): 10.6%  
 Year 4 (October 1, 2018 – September 30, 2019): 9.8%  
 Year 5 (October 1, 2019 – September 30, 2020): 8.6%

*(Due to the time it will take to implement the strategies and the methodology for 3-S2, Yuba County does not anticipate any significant data changes until Year 3).*

During Quarter 1, 2018 through Quarter 3, 2018, the average population of children with at least one substantiated maltreatment allegation was 255. If this population remains static at 255 children for the next 5 years, Yuba County will have to reduce the number of children with an additional substantiated recurrence of maltreatment allegation to:

- 28 children to meet the target improvement goal of 11.0% for Year 3.
- 25 children to meet the target improvement goal of 9.8% for Year 4.
- 22 children to meet the target improvement goal of 8.6% for Year 5.

**Priority Outcome Measure or Systemic Factor:** 3-P5 Placement Stability**National Standard:**  $\leq 4.12$ 

**CSA Baseline Performance:** 5.31 (Q3 2017). According to the Q3 2017 Data Report, children experienced 5.31 placement moves per 1,000 days during October 1, 2016 to September 30, 2017. Due to Yuba County's current performance in this outcome measure, the target improvement goal for placement stability has been adjusted:

- Quarter 1, 2018 Performance: 5.70
- Quarter 2, 2018 Performance: 6.56
- Quarter 3, 2018 Performance: 6.19

**Target Improvement Goal:** Year 3 (October 1, 2018 – September 30, 2019): 5.99  
 Year 4 (October 1, 2019 – September 30, 2020): 5.06  
 Year 5 (October 1, 2020 – September 30, 2021): 4.12

*(Due to the time it will take to implement the strategies and the methodology for 3-P5, Yuba County does not anticipate any significant data changes until Year 3).*

During Quarter 1, 2018 through Quarter 3, 2018, the average number of days children were in foster care was 16,017. If this number remains static for the next 5 years, Yuba County will need to reduce the number of placement moves to:

- 96 placement moves to meet the target improvement goal of 5.99 for Year 3.
- 81 placement moves to meet the target improvement goal of 5.06 for Year 4.
- 66 placement moves to meet the target improvement goal of 4.12 for Year 5.

<b>Strategy 1: Implement RED Team in Emergency Response to improve the assessment of all incoming referrals.</b>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment		
	<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		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>	
<b>A.</b> Develop interim instructions and the policy and procedures for RED Team.	January 2019	June 2019	Program Specialist	
<b>B.</b> Expand RED Team to include DR staff as standing members and identify other community partners that shall attend when applicable.	January 2019	Ongoing	Managers Supervisors Social Workers	
<b>C.</b> Provide training to all child welfare staff, DR staff and other community partners. Develop an introduction guide for new members to review when joining RED Team.	January 2019	Ongoing	Managers Supervisors	
<b>D.</b> Develop a report to monitor recurrence of maltreatment on a quarterly basis to evaluate the outcomes of RED Team and the effectiveness of the meetings and team decision-making.	October 2019	Ongoing	Managers Program Specialist	

<b>E.</b> Develop an evaluation process to identify families with recurrence of maltreatment, number of allegations, and level of response determined by RED Team members to ensure the fidelity of the process.	January 2020	March 2020	Managers Program Specialists
<b>F.</b> Adapt the RED Team process based off of the evaluation tool.	April 2020	Ongoing	Managers Program Specialist Supervisors



<b>Strategy 2: Increase the utilization of SDM tools with fidelity prompts to ensure consistent practice.</b>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment	
	<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	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Provide consistent reminders and share SafeMeasures data at weekly staff meetings to actively support utilization of SDM tools.	February 2019	Ongoing	Managers Supervisors
<b>B.</b> Identify the SDM tools that are not completed timely and review the recurrence of maltreatment data to assess which tools will have the most impact in reducing recurrence of maltreatment.	January 2020	February 2020	Managers Program Specialist Supervisors
<b>C.</b> Establish a baseline of SDM tool utilization to create clear expectations for utilizing tools.	February 2020	March 2020	Managers Program Specialist Supervisors
<b>D.</b> Update current the County's policy and procedures to align with the State's policies regarding the use of SDM tools for investigations, ongoing case management and prior to case program status changes.	April 2020	July 2020	Program Specialist

<b>E.</b> Supervisors and staff will utilize SafeMeasures weekly to ensure timely completion of all SDM tools.	August 2020	Ongoing	Supervisors Social Workers
<b>F.</b> Supervisors will utilize SafeMeasures data and a standardized template to monitor and coach social workers during bi-weekly one-on-one supervision to ensure SDM tools are being used regularly and timely.	August 2020	Ongoing	Supervisors
<b>G.</b> Supervisors will review SafeMeasures data with managers during bi-weekly one-on-one supervision and develop coaching plans.	August 2020	Ongoing	Managers Supervisors
<b>H.</b> Develop an evaluation process to ensure fidelity of SDM and share with staff during division meetings on quarterly intervals to promote consistency.	October 2020	Ongoing	Managers Program Specialist

<b>Strategy 3: Develop infrastructure to support the renewed implementation of SOP.</b>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment 3-P5 Placement Stability	
	<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	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Compile existing SOP field tool-kits and distribute to social workers.	January 2020	March 2020	Managers
<b>B.</b> Provide refresher training and ongoing coaching to social workers utilizing the Northern California Training Academy (NCTA).	March 2020	Ongoing	Managers Supervisors
<b>C.</b> Develop a workgroup to identify which focus areas of SOP will be deemed mandatory, such as Safety Mapping and Safety Planning.	July 2020	August 2020	Managers Program Specialist Supervisors Social Workers
<b>D.</b> The workgroup will develop a framework template for documenting SOP within the CWS/CMS system.	September 2020	October 2020	Managers Program Specialist Supervisors Social Workers

<b>E.</b> The workgroup will identify specific focus areas of SOP to have integrated into CFT meetings to further improve placement stability.	November 2020	December 2020	Managers Program Specialist Supervisors Social Workers
<b>F.</b> Develop policy and procedures regarding the usage of SOP strategies and tools in order to ensure SOP is utilized to increase the level of ongoing family engagement.	January 2021	April 2021	Program Specialist
<b>G.</b> Integrate SOP into CFT meetings.	May 2021	Ongoing	Managers Supervisors Social Workers
<b>H.</b> Develop a tool to monitor the utilization of SOP through supervisor case reviews.	June 2021	July 2021	Managers Program Specialist Supervisors
<b>I.</b> Supervisors will monitor and coach social workers to utilize SOP tools. Supervisors will utilize a standardized template to review with social workers during bi-weekly one-on-one supervision.	August 2021	Ongoing	Supervisors Supervisors
<b>J.</b> Supervisors will provide updates regarding utilization of SOP during weekly management and supervisors meetings. Instructions and/or clarification shared during these meetings will be documented and shared	September 2021	Ongoing	Managers Program Specialist Supervisors

with staff during weekly unit meetings.			
<b>K.</b> Develop an evaluation process to ensure fidelity of SOP.	January 2022	Ongoing	Managers Program Specialist

<b>Strategy 4: Further develop the CFT process to increase the fidelity and capacity of CFTs to support children at risk of placement disruption.</b>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability	
	<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	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Incorporate CANS into CFTs to identify the top needs and strengths of the family and help develop behaviorally based case plans.	January 2019	Ongoing	Managers Supervisors Social Workers
<b>B.</b> Conduct monthly meetings to work collaboratively with FFAs to encourage engagement and ensure resource families participate in the CFT process.	November 2020	Ongoing	Managers Supervisors
<b>C.</b> Create incentives to engage children in participating in CFTs.	December 2020	January 2021	Managers Program Specialist
<b>D.</b> Develop a process to expedite the scheduling of CFTs for specialty mental health services, case plan development, or any other changes to ensure challenges that may cause a potential placement disruption are addressed timely.	February 2021	April 2021	Managers Supervisors

<b>E.</b> Review and update current policy and procedures to clearly identify the expectations for CFTs and strategies to help reduce placement disruptions.	May 2021	August 2021	Program Specialist
<b>F.</b> Develop a tracking mechanism that identifies the cause for potential placement disruptions, timeliness in scheduling CFTs, participation of resource families, and placement preservation percentages.	September 2021	December 2021	Managers Program Specialist
<b>G.</b> Develop an evaluation process to ensure fidelity of CFTs and adjust the CFT process based off of findings.	January 2022	Ongoing	Managers Program Specialist

## 5 – Year SIP Chart Probation

**Priority Outcome Measure or Systemic Factor:** Permanency within 12-23 months

**National Standard:** 43.6%

**CSA Baseline Performance:** 33.3%

**Target Improvement Goal:** If the population of probation youth remains static at 3 youth for the next 5 years, the probation department aims to achieve permanency for 1 youth within 12-23 months.



<b>Strategy 1: Increase the number of resource families available within the local community through the identification and engagement of relatives/NREFMs.</b>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency within 12 – 23 Months (entering foster 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:
<b>A.</b> Research family finding and engagement models utilized by other county probation agencies and identify a process that will best work for Yuba county.	September 2019	January 2020	Probation Program Manager Probation Supervisor Placement Officer
<b>B.</b> Train staff on how to increase Family Finding and Family Mapping efforts.	February 2020	March 2020	Probation Program Manager Probation Supervisor Probation Officers
<b>C.</b> During initial placement CFT, ensure that identification of additional relatives/NREFMs is discussed with members in attendance.	September 2019	Ongoing	Probation Program Manager Probation Supervisor Placement Officer
<b>D.</b> Develop a process to ensure that relatives/NREFMs identified during the initial CFT are engaged within 30 days after the CFT.	September 2019	Ongoing	Probation Program Manager Probation Supervisor Placement Officer

<b>E.</b> Placement officer to provide introductory information about the process of becoming a resource family home to potential caregivers that have been identified and then provide a warm handoff to RFA approving social worker.	September 2019	Ongoing	Probation Program Manager Probation Supervisor Placement Officer
<b>F.</b> 90 days prior to completion of residential treatment programs, ensure that relatives/NREFMs are engaged for placement of the youth upon completion of their program when reunification is unlikely.	September 2019	Ongoing	Probation Program Manager Probation Supervisor Probation Officers

<b>Strategy 2: Improve the availability and provision of concrete supports and services to families and relatives/NREFMs identified within CFTs and family finding efforts as supports for youth.</b>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency within 12 – 23 Months (entering foster 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		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>	
<b>A.</b> Provide financial support for enrichment activities between youth and caregivers to support the development of relationship building and placement preservation.	July 2020	Ongoing	Probation Program Manager Probation Supervisor Probation Placement Officer	
<b>B.</b> Develop and utilize an orientation resource packet of information that will be provided to caregivers and additional support members identified within the CFT that outlines the probation placement process and juvenile justice system.	July 2020	Ongoing	Probation Program Manager Probation Supervisor Probation Placement Officer	
<b>C.</b> For youth ordered into or placed in residential treatment, ensure that identified relatives/NREFMs receive regular updates on progression of youth within treatment program. Ensure that regular contact is offered and facilitated between youth in placement and support members identified within CFTs or family finding efforts.	July 2020	Ongoing	Probation Program Manager Probation Supervisor Probation Placement Officers	

CAPIT/CBCAP/PSSF Expenditure Workbook  
Proposed Expenditures  
Worksheet 1

Attachment 3

(1) DATE SUBMITTED: 3/25/19

(2) DATES FOR THIS WORKBOOK 1/2/19 thru 1/2/24

(3) DATE APPROVED BY OCAP 8/9/2019

(4) COUNTY: Yuba

(5) PERIOD OF SIP: 1/2/19 thru 1/2/24

(6) YEARS: 5

Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):

CAPIT: \$ 408,625

CBCAP: \$139,430

PSSF: \$377,505

No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	Differential Response	Direct Service	Youth for Change		\$408,625		\$139,430		\$82,505	\$82,500	\$0	\$0	\$165,005		\$717,135	2011 Realignment	\$1,430,195
2	Parent Education		YCOE		\$0		\$0		\$31,250	\$31,250	\$0	\$0	\$62,500		\$0		\$62,500
3	Structured Family Visitation		Child Welfare		\$0		\$0		\$0	\$0	\$75,000	\$0	\$75,000		\$0		\$75,000
4	Adoption Promotion and Support Services		Child Welfare		\$0		\$0		\$0	\$0	\$0	\$75,000	\$75,000		\$0		\$75,000
5					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
6					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
7					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
11					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
12					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
	Totals				\$408,625		\$139,430		\$113,755	\$113,750	\$75,000	\$75,000	\$377,505		\$717,135		\$1,642,695
									30%	30%	20%	20%	100%				

## CAPIT/CBCAP/PSSF Program and Evaluation Description

### PROGRAM DESCRIPTION

#### PROGRAM NAME

1. Differential Response (DR) Program

#### SERVICE PROVIDER

Youth for Change

#### PROGRAM DESCRIPTION

The purpose of the DR program is to identify families where there is an early risk of possible child abuse or neglect, but insufficient risk to require a CAPS investigation. The DR Provider will offer neighborhood-centered services to families referred for DR by Yuba County CAPS. In a neutral, strength-based manner, services will:

- Prevent the recurrence of maltreatment;
- Help families identify problems;
- Access services;
- Strengthen the family unit; and
- Promote the safety and well-being of children.

#### Path #1: DR Service Provider

This path is chosen when allegations do not meet statutory definitions of abuse or neglect. The family, however, may need supportive services to overcome difficult life situations or parenting challenges. The DR staff will help families with immediate resources including counseling, linkage to services, and emergency food assistance.

- Referrals designated as Path 1 referrals will come from CAPS, and will meet the following criteria:
  - The family lives within the boundaries of Yuba County;
  - Any previous CAPS history has been reviewed and the referral is determined appropriate for DR services; and
  - The referral is not being assigned for an in-person CAPS investigation.

#### Path #2: Child and Adult Protective Services (CAPS) and DR Service Provider

This path is chosen when reports meet statutory definitions of abuse and neglect, and assessments indicate that with targeted services a family is likely to make needed improvements to improve child

DATE APPROVED BY OCAP: 8/9/2019

safety. Assessments determine a child's risk is low to moderate. In this situation, families work with representatives of county child welfare agencies, other county agencies and community based organizations to identify their risks and strengths and to participate in services for improving child and family well-being. The focus of this path is on a family's willingness to make needed improvements. If a family situation deteriorates and a child's safety is in danger, child welfare officials intervene as needed.

- Referrals designated as Path 2 referrals will meet the following criteria:
  - The family lives within the boundaries of Yuba County;
  - Any previous CAPS history has been reviewed and the referral is determined appropriate for DR services; and
  - The referral will be assessed by CAPS and DR staff for a joint response emphasizing teamwork for a multidisciplinary type approach.

#### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Differential Response
CBCAP	Differential Response
PSSF Family Preservation	Differential Response
PSSF Family Support	Differential Response
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): 2011 Realignment	Differential Response

#### IDENTIFY PRIORITY NEED OUTLINED IN CSA

As outlined on page 47 of the CSA, DR provides supportive prevention and early intervention services to families in Yuba County.

#### TARGET POPULATION

The program targets identified families at risk of child abuse and neglect.

#### TARGET GEOGRAPHIC AREA

Yuba County.

#### TIMELINE

Yuba County restricts contracts to a three-year period. This contract is for October 2018 through June 2021 with the option to renegotiate or extend the contract.

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families build support networks to prevent future referrals to child welfare.	70% of families referred for DR will not have a subsequent referral.	CWS/CMS System.	Every 6 months.
Quality Assurance (QA) Monitoring			
Families identified as Path I referrals engage with DR service provider.	60% of families accept services.	Tracking log completed by Youth for Change.	Every 6 months.
Families identified as Path II referrals engage with DR service provider.	80% of families accept services.	Tracking log completed by Youth for Change.	Every 6 months.

## CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction survey.	Completed by participants after services provided.	Surveys reviewed every 6 months.	Problem areas will be addressed between Youth for Change and CAPS Program Managers to resolve issues and ensure continuous quality improvement.

## PROGRAM DESCRIPTION

### PROGRAM NAME

2. Parent Education

### SERVICE PROVIDER

Yuba County Office of Education (YCOE)

### PROGRAM DESCRIPTION

Parenting classes are contracted through YCOE. The programs are open to the public and parents/caregivers involved in child welfare. Social workers will incorporate parenting classes into the parent's case plan and send a referral form to YCOE to ensure the enrollment process is streamlined for child welfare parents. Classes are also open to the public so flyers are distributed to various community agencies and promoted on social media. The series are held at a local school in Marysville and held Monday through Friday. For non-child welfare parents/caregivers, a referral is not necessary and they may enroll into classes by contacting YCOE. The series rotates between providing classes in the morning, 10:00am to 12:00pm, and evening, 5:00pm to 8:00pm, to allow flexibility for parents. In addition, interpretive services are provided for non-English speaking or hearing impaired parents. Childcare and a nutritional meal/snack are provided. Five series per year are offered, based on identified need.

- Parenting with Positive Discipline is an 8-week parenting series, focused on children ages 0-5 years old. The Positive Discipline curriculum provides information and strategies to understand and support children's growth and learning patterns.
- Loving Solutions is a 10-12-week parenting series focused on children ages 5-10 years old. The Loving Solutions curriculum includes improving concrete solutions for challenging behaviors; learning to never argue with your child again; stopping unwanted behaviors; and improving school performance.
- Parent Project is a 12-week parenting series focused on children 10-18 years old. The Parent Project curriculum includes empowering parents and transforming teens and tools to strengthen the family unit and increase parent involvement.

### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Parenting education
PSSF Family Support	Parenting education



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<b>PSSF Time-Limited Family Reunification</b>	
<b>PSSF Adoption Promotion and Support</b>	
<b>OTHER Source(s):</b>	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

As outlined on page 48 of the CSA, educational classes for parents within Yuba County continues to be a strategy for prevention, early intervention and to reduce the recurrence of maltreatment. In addition, classes serve as an additional support to resource families and adoptive parents to secure placement stability for foster children.

**TARGET POPULATION**

Yuba County parents and resource families.

**TARGET GEOGRAPHIC AREA**

Yuba County.

**TIMELINE**

Yuba County restricts contracts to a three-year period. The contract is for September 2018 through August 2021 with the option to renegotiate or extend the contract.

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

<b>Desired Outcome</b>	<b>Indicator</b>	<b>Source of Measure</b>	<b>Frequency</b>
Reduce the recurrence of maltreatment by educating child welfare and non-child welfare parents/caregivers to increase their knowledge of parenting and child development.	Participants will complete pre- and post-tests and pass the post-test with at least an 80%.	A Program Specialist will review the pre- and post-tests.	<ul style="list-style-type: none"> <li>Tests will be completed at the entry and exit of the classes.</li> <li>Tests will be reviewed every 6 months.</li> </ul>
<b>Quality Assurance (QA) Monitoring</b>			
Participants will complete a protective factors survey.	80% of participants will have their score increase.	A Program Specialist will review the pre- and post-tests.	<ul style="list-style-type: none"> <li>Tests will be completed at the entry and exit of the classes.</li> <li>Tests will be reviewed every 6 months.</li> </ul>

**CLIENT SATISFACTION**

<b>Method or Tool</b>	<b>Frequency</b>	<b>Utilization</b>	<b>Action</b>
Satisfaction survey to identify opportunities	Completed by participants after class.	Surveys reviewed every 6 months.	Problem areas will be addressed between

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for improving class materials and instruction of the class.			YCOE and CAPS Program Manager to resolve issues and ensure continuous quality improvement.
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## PROGRAM DESCRIPTION

### PROGRAM NAME

3. Structured Family Visitation Program

### SERVICE PROVIDER

Yuba County Child and Adult Protective Services (CAPS)

### PROGRAM DESCRIPTION

The parent education curriculum works in conjunction with the county's Structured Family Visitation (SFV) program. To begin visitation, social workers email a referral to an assigned office assistance so the parents may be contacted to establish their visitation schedule. The SFV program is conducted primarily in the state of the art CAPS Visitation Center located in the CAPS office. The CAPS Visitation Center provides a home-like setting that includes toys and games, comfortable furnishings, an outdoor children's playground, activities, and use of a kitchen for meal preparation.

A visitation plan is developed jointly with the visitation social worker and parents, identifying the strengths and needs of each parent, and outlines skill areas the family wants to work on during the visits. The visitation social worker and program aides coach parents with the skills gained from parenting classes so parents have the ability to practice the skills they have learned with their children while visiting. Each visit is structured with a parent-child activity such as reading a story, doing homework, working on art projects, or cooking meals. During these activities, visitation staff observe parents with their children and provide guidance and coaching on parenting techniques if/when needed.

### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	Parent/sibling visitation
PSSF Adoption Promotion and Support	
OTHER Source(s):	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

As outlined on page 49 of the CSA, the SFV program allows parents to work with CAPS staff to strengthen their parenting skills, which in turn may reduce future recurrence of maltreatment of their

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children.

**TARGET POPULATION**

Parents who have had their children removed from their care due to abuse and/or neglect.

**TARGET GEOGRAPHIC AREA**

Yuba County.

**TIMELINE**

This is an ongoing effort and shall be effective through the five-year SIP timeline, 2019 through 2024.

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase their knowledge of parenting skills, which will decrease the recurrence of maltreatment.	<ul style="list-style-type: none"> <li>80% visitation plan goals are met.</li> <li>75% of parents step down from supervised visits to unsupervised visits.</li> </ul>	<ul style="list-style-type: none"> <li>Tracking log by CAPS social worker.</li> <li>Tracking log by CAPS social worker.</li> </ul>	Annually.
Quality Assurance (QA) Monitoring			
Evaluation of parent progress in the Visitation Program.	Five random cases will be reviewed.	A Program Specialist will review parent's progress in the program.	Quarterly.

### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction survey.	Completed by participants after services provided.	Surveys reviewed monthly.	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement.

## PROGRAM DESCRIPTION

### PROGRAM NAME

4. Adoption Promotion and Support Services

### SERVICE PROVIDER

Yuba County Child and Adult Protective Services (CAPS)

### PROGRAM DESCRIPTION

Yuba County has two dedicated social workers to recruit adoptive parents and provide pre- and post-adoption services as necessary to support families so that they can make a lifetime commitment to their children. Social workers meet with children and youth to identify potential adoptive parents by identifying family members, friends, and other individuals with whom they have had a relationship. In addition, social workers provide direct adoption services with assisting the adoptive parent with completing all the required adoption paperwork, filing the necessary adoption paperwork with the court, completing a new birth certificate, facilitating financial negotiations for the Adoptions Assistance Program (AAP), facilitating matching of the adoptive parent(s) with the children, and educating the adoptive family about post adoption services.

### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	Basic needs, concrete supports
OTHER Source(s):	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

As outlined on pages 33 and 127 of the CSA, adoption promotion and support services provides a more personalized process for adoptive families and children that are in the process of establishing permanency.

### TARGET POPULATION

Current Yuba County dependents with a case plan goal of adoption and families exploring adoption.

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**TARGET GEOGRAPHIC AREA**

Yuba County dependents placed in Yuba County and elsewhere.

**TIMELINE**

This is an ongoing effort.

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

<b>Desired Outcome</b>	<b>Indicator</b>	<b>Source of Measure</b>	<b>Frequency</b>
Establish permanency within 12-23 months for children being adopted.	Increase the number of children adopted by 10%.	CWS/CMS System and tracking spreadsheet.	Every 6 months.
<b>Quality Assurance (QA) Monitoring</b>			
Ensure children are adopted timely.	Children are adopted within 24 months of removal from their home. National Standard of 43.6%.	A Program Specialist will complete case reviews.	Every 6 months.

**CLIENT SATISFACTION**

<b>Method or Tool</b>	<b>Frequency</b>	<b>Utilization</b>	<b>Action</b>
Satisfaction Survey.	Completed by participants after services provided.	Surveys reviewed monthly.	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement.

596--2019

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY      CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

## BOS NOTICE OF INTENT

THIS FORM SERVES AS NOTIFICATION OF THE COUNTY'S INTENT TO MEET ASSURANCES FOR THE CAPIT/CBCAP/PSSF PROGRAMS.

**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES**  
**FOR Yuba COUNTY**

**PERIOD OF PLAN (MM/DD/YY): 01/02/2019 THROUGH (MM/DD/YY) 01/02/2024**

**DESIGNATION OF ADMINISTRATION OF FUNDS**

The County Board of Supervisors designates Yuba County Health and Human Services Department as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b)** requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates Yuba County Health and Human Services Department as the local welfare department to administer PSSF.

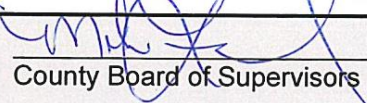
**FUNDING ASSURANCES**

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute<sup>1</sup>:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits.

In order to continue to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan to:

California Department of Social Services  
 Office of Child Abuse Prevention  
 744 P Street, MS 8-11-82  
 Sacramento, California 95814

	<u>12/9/17</u>
County Board of Supervisors Authorized Signature	Date
<u>Mike Leahy</u>	<u>Chair</u>
Print Name	Title

<sup>1</sup> Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at:  
<http://www.cdss.ca.gov/inforesources/OCAP/Funding>