

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

836



FROM: DEPARTMENT OF PUBLIC SOCIAL SERVICES

SUBMITTAL DATE:
May 24, 2011

SUBJECT: Receive and File 2011 Annual Update: 2009-2012 Riverside County Integrated System Improvement Plan (SIP)

RECOMMENDED MOTION: That the Board of Supervisors receive and file the 2011 Annual Update for the 2009-2012 Riverside County Integrated SIP and authorize the Department of Public Social Services to submit the annual update to the California Department of Social Services (CDSS) as required by the State.

BACKGROUND:

The 2009-2012 SIP received approval by the Board on March 17, 2009 (Agenda #3.54), and a revision was submitted on September 15, 2009 (Agenda #3.36). The California Department of Social Services (CDSS) requires updates each year. Last year, the annual update was approved by the Board on March 23, 2010 (Agenda #3.33) and submitted to the State. This year, CDSS required verbal annual updates from all Counties. The department fulfilled this state requirement on February 2, 2011. The attached 2011 Annual Update to the System Improvement Plan is being submitted as a matter of record.

Susan Loew

Susan Loew, Director

(CONTINUED – 2 PAGES IN TOTAL)

FINANCIAL DATA	Current F.Y. Total Cost:	\$0	In Current Year Budget:	N/A
	Current F.Y. Net County Cost:	\$0	Budget Adjustment:	N/A
	Annual Net County Cost:	\$0	For Fiscal Year:	2009/2012

SOURCE OF FUNDS:	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

BY: *Debra Cournoyer*
Debra Cournoyer

County Executive Office Signature

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Buster, seconded by Supervisor Benoit and duly carried, IT WAS ORDERED that the above matter is received and filed as recommended.

Ayes: Buster, Stone, Benoit and Ashley
Nays: None
Absent: Tavaglione
Date: June 7, 2011
xc: DPSS Probation

Kecia Harper-Ihem
Clerk of the Board
By: *[Signature]*
Deputy

Prev. Agn. Ref. : 03/23/10 (3.33); 9/15/09 (3.36); 3/17/09 (3.54) | **District:** All | **Agenda Number:**

ATTACHMENTS FILED
WITH THE CLERK OF THE BOARD

2.7

Departmental Concurrence
 for Alan M. Crogan, Chief Probation Officer
 Madeline A. Hope

Policy
 Consent
 Policy
 Consent
 Dept Recomm.:
 Per Exec. Ofc.:

TO: BOARD OF SUPERVISORS

DATE: 05/24/11

Page: 2

SUBJECT: Receive and File 2011 Annual Update: 2009-2012 Riverside County Integrated System Improvement Plan (SIP)

BACKGROUND:

It has been two (2) years since the implementation of the Riverside County Integrated SIP. The 2009-2012 Riverside County Integrated SIP focuses on improving successful reunification of children and families and reducing child reentry to foster care. Riverside County continues to put forth efforts to prevent children and families from coming into contact with the child welfare system.

The attached annual update for the Riverside County Integrated System Improvement Plan contains a matrix that provides an overall outline for each goal, strategy rationale and milestone. The matrix also includes new goals/strategies for Riverside County's 2009-2012 SIP to enhance the County's progress in achieving positive outcomes for children and families.

The update includes progress made on specific measures that DPSS and Probation have prioritized ("Priority Focus Areas") within the three critical child welfare areas of Safety, Permanency and Well Being:

- Reduce child re-entry to foster care (DPSS)
- Improve out-of-home placement stability for all youth (DPSS)
- Decrease the total number of youth in group homes (DPSS)
- Improve family reunification rate (Probation)

During 2009 and 2010, DPSS and Probation have met or exceeded three out of the six goals set forth by the State in the areas of Safety, Permanency and Well Being. DPSS-Children's Services Division exceeded the California state-wide average and national standards on all Permanency outcomes. Based on the federal formula for each outcome measure composite, Riverside County achieved 123.3% in family reunification, 128% in adoption, and 134% in long-term care outcomes. Continued efforts are underway to make improvements on Well Being-Placement Stability outcome composite, with Riverside County at 93.5% (compared to the State average of 94.5% and National Standard of 101.5%). Overall, Riverside County is within one percent of achieving the State and National Standards for specific Safety outcome measures, which include the following: No Recurrence of Maltreatment, 92.9% and No Maltreatment in Care, 98.5%.

Shared responsibility for outcomes in the prevention of abuse and neglect remain central to the goal of improving overall performance on each of the stated outcomes. Riverside County Department of Social Services Children's Services Division (CSD) and the Probation Department continue to promote open communication with community partners and local agencies. CSD and Probation continue to provide joint services with the community to promote efficiency and effectiveness in service delivery to children and families. Collaborative efforts over the past year are best illustrated through the community's active participation in ongoing SIP efforts, including participation in bi-annual Community Partners Forums.

The Department will continue to provide annual reports on our progress in implementing these strategies and the impacts to the children and families we serve.

**California Child and Family Services Review
2009-2012 Riverside County Integrated
System Improvement Plan**

ANNUAL UPDATE

MARCH 2011



**Susan Loew, Director
Riverside County Department of Public Social Services**

**Alan M. Crogan, Chief Probation Officer
Riverside County Probation Department**



"Critical to our success are people at the State, County, community and neighborhood levels joining together in a comprehensive effort to ensure every child in California will live in a safe, stable, permanent home, nurtured by healthy families and strong communities."

--Child Welfare Services Redesign, Stakeholders Group Final Report (September, 2003)

**California's Child and Family Services Review
System Improvement Plan Annual Update**

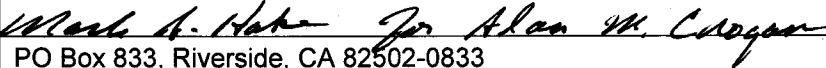
County:	Riverside County
Responsible County Child Welfare Agency:	Riverside County Department of Public Social Services, Children's Services Division
Period of Plan:	March 2009 – March 2012
Period of Update:	March 2010-March 2011
Period of Outcomes Data:	Quarter Ending: October 2010 (Q1 10)
Date Submitted:	March 22, 2011

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Submitted by each agency for the children under its care

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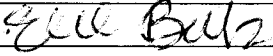
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Executive Summary

The passage of AB 636 mandated the establishment of the California Outcomes and Accountability System (COAS) which in turn required all counties in California to develop a performance monitoring and accountability system. This report provides an annual update on the overall progress of the Department of Public Social Services (DPSS Children's Services Division) and the Probation Department in implementing the second Riverside County Integrated System Improvement Plan (SIP) for 2009-2012 as required by AB 636 and COAS. The update includes progress made on specific measures that DPSS and Probation have prioritized ("Priority Focus Areas") within the three critical child welfare areas of *Safety, Permanency and Well Being*:

- Reduce child re-entry to foster care (DPSS)
- Improve out-of-home placement stability for all youth (DPSS)
- Decrease the total number of youth in group homes (DPSS)
- Improve family reunification rate (Probation)

It has been two years since the implementation of the SIP. During 2009 and 2010, DPSS and Probation have met or exceeded three out of the six goals set forth by the State in the areas of Safety, Permanency and Well Being.

- **Progress on Safety, Permanency, & Well Being Outcome Measure Composites:** DPSS-Children's Services Division exceeded the California state-wide average and national standards on all Permanency outcomes. Based on the federal formula for each outcome measure composite, Riverside County achieved 123.3% in family reunification, 128% in adoption, and 134% in long-term care outcomes. Continued efforts are underway to make improvements on Well Being-Placement Stability outcome composite, with Riverside County at 93.5% (compared to the State average of 94.5% and National Standard of 101.5%). Overall, Riverside County is within one percent of achieving the State and National Standards for specific Safety outcome measures, which include the following: No Recurrence of Maltreatment, 92.9% and No Maltreatment in Care, 98.5%.
- **Progress on Priority Focus Areas:** Within the three major child welfare outcomes, DPSS has identified six focus areas to prioritize for improvement. As a result, nearly all of the outcomes identified as a priority have been met and/or exceeded the State average (with two exceptions as indicated below*):
 - Reduce Rate of Foster Care Re-Entry, 9.2% (State, 12.1%)
 - Reduce Number of Youth Placed in Group Homes, 5.5% (State, 6.8%)
 - Increase Placement Stability for Out-of-Home Care:
 - Less Than 12 Months, 83.7% (State, 83.4%)
 - 12-24 Months, 62.4% (State, 62.7%)
 - More Than 24 Months, 29.6% (*State, 32.9%)
 - Increase Reunification Rate for all Probation Youth within 12 Months, 50% (*State, 63.7%)

DPSS and Probation will continue to work collaboratively with community leaders and organizations to achieve improvements on all child welfare outcome areas. In partnership with key stakeholders, the following core strategies have been identified and implemented to improve child welfare outcomes: enhanced management information system; training and recruitment of caregivers, staff and service provider; quality assurance system; and agency collaboration.

Overview

Background

In 2001, the California Legislature passed Assembly Bill (AB) 636, *the Child Welfare System Improvement and Accountability Act* as a means to improve outcomes for children in California's child welfare system. The goals of AB 636 include the following:

- Protect children from abuse and neglect
- Maintain children in their own homes whenever safe and appropriate
- Provide children permanency and stability in their living situations
- Preserve the continuity of family relationships and connections for children
- Enhance families' capacity to provide for their own children's needs
- Ensure children receive appropriate services to meet their educational needs
- Ensure children receive adequate services to meet their physical and mental health needs, and
- Prepare youth emancipating from foster care to transition to adulthood.

The passage of AB 636 mandated the establishment of the California Outcomes and Accountability System (COAS) which is designed to expand on existing federal oversight systems and set the stage for a statewide performance monitoring and accountability system. The COAS focuses on three critical areas of child welfare: *Child Safety, Permanency and Child's Well Being*. Two primary processes in developing the COAS are the County Self Assessment (CSA) and System Improvement Plan (SIP) which track and measure program outcomes, service quality and service delivery process provided to children and families.

In 2008, as required by California Department of Social Services (CDSS), Riverside County integrated the CSA and SIP planning processes with the Needs Assessment and the Peer Quality Case Review (PQCR). With this integration, the resulting SIP reflects a systems-wide planning and feedback process that maximizes continuous community involvement.

Collaborative Partnership

It has been two years since the implementation of the second Riverside County Integrated System Improvement Plan 2009-2012 (SIP). Shared responsibility for outcomes in the prevention of abuse and neglect remains central to the goal of improving overall performance on each of the stated outcomes. DPSS and Probation Department continue to promote open communication with community partners and local agencies, actively participating in ongoing collaborative efforts to promote efficiency and effectiveness in providing services to children and families.

Collaborative efforts are best illustrated through the community's active engagement in ongoing SIP efforts, including participation in the bi-annual Community Partners Forums, held on April 29, 2010 and November 4, 2010 to review progress on the SIP. The forums were attended by county staff, community partners/stakeholders, parent leaders, foster/adoptive parents, service providers (see Attachment 1 for a list of attendees), and Board of Supervisors' Aides. These forums provided an opportunity for DPSS and Probation to meet with community partners to share successes and challenges, as well as renew commitments for participating in efforts to improve child welfare outcomes.

Continued on next page

Overview, Continued

Strategies

Priorities identified in collaboration with partners and stakeholders were consolidated into the following seven (7) overarching strategies designed to help families successfully reunify, reduce child re-entry to foster care, improve placement stability, and reduce number of youth placed in group homes. The seven strategies are:

- Improving relevant Management Information Systems (MIS)
 - Improving foster/relative caregiver training, recruitment and retention
 - Improving quality assurance systems
 - Improving staff and provider training, and
 - Improving agency collaboration
 - Improve placement stability
 - Improve child placement in least restrictive setting
-

Summary of Data Trends

Overview of SIP Outcomes

The current System Improvement Plan (SIP) focuses on three outcome areas:

- Improve reunification rate of children and families
- Reduce child re-entry to foster care.
- Reduce the number of children and families from coming into contact with the child welfare system.

Riverside County has emphasized its efforts on reducing child re-entry to foster care (DPSS) and improving family reunification rate (Probation) while continuing to improve performance in child safety, permanency and well being for all foster youth in two other areas: increasing the number of children placed in least restrictive placement, and improving out-of-home placement stability of all youth.

The following data trends reflect Riverside County DPSS and Probation Department's progress during 2009 – 2010 toward achieving improved results for children and families involved in child welfare and juvenile probation systems.

Note: This report contains percentages from individual performance measures and composite measures (over 100%). The **composite measure** combines individual measures of different performance outcomes that are weighted based on the formula defined by federal standards. When the composite measure is reported, the various performance measures that are included in the composite are provided in the footnote.

Measure S1.1 - No Recurrence of Maltreatment (Data Set: Q1 2010 - 04/01/09 through 09/30/09)

Riverside County	CA State Average	National Standard
92.9%	93.0%	94.6%

The number of children in Riverside that had recurrence of maltreatment closely matches the State average and is below the National Standard (by 1.7%). While the State and National Standards have been met, Riverside's current rate of 92.9% on this measure shows a 1.4% decline in performance when compared to the county's same quarter data last year (94.3% in 2009).

Future improvement on this measure is anticipated based on the following:

- Continued funding of core services (Parenting Education, Anger Management, Domestic Violence, and Counseling) that are based on evidence-based models
- Ongoing training of DPSS staff on Structured Decision Making (SDM) assessment tools to increase utilization and compliance, along with continuous monitoring to assess for additional training needed.
- Expanded use of the Case Quality Review tool that includes a random review of cases from all child welfare programs in order to examine timely and accurate completion of the risk and safety assessment tools (SDM).
- Continued collaboration with community partners to jointly design and deliver services such as the Family Preservation Court (also known as "drug court"), to prevent re-occurrence of abuse/neglect as a result of parental substance abuse.

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Summary of Data Trends, Continued

**Measure S2.1 -
No Maltreatment
in Foster Care**
(Data Set: Q1
2010- 04/01/09
through 03/31/10)

Riverside County	CA State Average	National Standard
98.5%	99.6%	99.68%
<p>Current Riverside County performance of 98.5% on number of maltreatment in foster care remained steady from the prior year (99.35%) and closely matches the State average, while below the National Standard (by 1.18%).</p> <p>Continued efforts to improve performance on reducing maltreatment of children while placed in foster care include the following:</p> <ul style="list-style-type: none"> ▪ Ongoing development and training for all out-of-home (relative/non-relative) caregivers using different modalities (in-person/classroom setting, videos, and web based) ▪ Improved placement matching process, especially for children with special needs ▪ Continued specialization and training of social worker staff to investigate all allegations of abuse involving Riverside County's out-of-home caregivers (licensed or certified, and including homes in or out of Riverside County homes with Riverside foster children) ▪ Establishment of service agreements with Foster Family Agencies (FFA) and Group Homes (GH) ▪ Establishment of an Inter-Agency Review, Evaluation, Mentoring and Support Team (IREMS) to monitor all contracted FFAs and GHs ▪ Continued assessment of <i>all</i> out-of-home children ages 5-17 for mental health needs, and if necessary, provide and link caregivers to mental health resources. 		

**Composite C1-
Reunification**
(Data Set: Q1
2010- 04/01/09
through 03/31/10)

Riverside County	CA State Average	National Standard
123.3%	114%	122.6%
<p>Current DPSS family reunification composite¹ performance of 123.3% shows an overall improvement in Riverside of 2.5% when compared to the same quarter data last year (120.8%). Riverside's rate exceeds the State average by 9.3% and is slightly above the National Standard (by 0.7%).</p> <p>Current Probation family reunification rates are as follows (State Average and National Standard are provided respectively):</p> <ul style="list-style-type: none"> ○ Reunification within 12 Months (Exit Cohort)-50% (63.7%, 75.2%) ○ Median Time to Reunification-11.8% (8.2%, 5.4%) ○ Reunification within 12 Months (Entry Cohort)-0% (44.5%, 48.4%) ○ Reentry within 12 Months-11.8% (12.1%, 9.9%) <p>DPSS has chosen to focus on Re-entry Following Reunification (C1.4) as a priority. With 9.2% on this specific outcome measure, Riverside shows an increase when compared to the same quarter data last year (8.7%). Continued efforts to improve performance on this measure include to:</p> <ul style="list-style-type: none"> ▪ Establish decrease in re-entry rate as a DPSS staff priority. ▪ Partner with Children's Research Center to conduct case reviews using Structured Decision Making (SDM) data provided by the social workers. ▪ Perform in-depth case review examining factors that may be contributing to re-entry. ▪ Implementation and expansion of the Parent Leaders program. 		

Continued on next page

¹ "Reunification Composite" includes four specific outcome measures: 1) reunification within 12 months; median time to reunification; reunification within 12 months; re-entry following reunification

Summary of Data Trends, Continued

Composite C2 - Adoption
(Data Set: Q1
2010- 04/01/09
through 03/31/10)

Riverside County	CA State Average	National Standard
128.1%	105.7%	106.4%

Current performance of 128.1% on the adoption composite² shows a 1.8 % improvement when compared to the same quarter data last year (126.3%). Riverside's rate exceeds both the State average and National Standard by 22.4% and 21.7% respectively.

Current and ongoing successful performance on this composite has been supported in part by Riverside's use of the Heart Gallery, Adoptions Finalization Ceremonies, Adoptions Support Contracts and an ongoing agreement with Family Builders by Adoption, California Kids Connection. For 2010, various adoption events occurred on February, April, September, and November. All events brought successful adoption stories to many children in our foster care system, especially those who have been a challenge to match due to being part of a large sibling group, being older and/or having disability. As of March 31, 2010, Riverside finalized and closed a total of 84 adoption cases.

Composite C3 - Long Term Care
(Data Set: Q1
2010- 04/01/09
through 03/31/10)

Riverside County	CA State Average	National Standard
134.0%	107.6%	121.7%

Current performance of 134% on the long term care composite³ shows a 2.4% improvement when compared to the same quarter data last year (131.6%). Riverside's current rate exceeds both the State average and National Standard by 26.4% and 9.9% respectively.

Ongoing successful performance on this composite is attributed to continued partnership with:

- Local schools and school districts through our regular meetings with the Child Welfare Attendance Office and other local school offices
- Various community partners/agencies for Wraparound services
- Department of Mental Health for Multidimensional Treatment Foster Care (MTFC) services, and
- Riverside Community College District in providing Independent Living Program (ILP) services for foster youth ages 16-21.

Independent Living Program services work to transition youth from foster care to emancipation by providing an array of support services to foster youth ages 16-19. Independent Living Program social workers work collaboratively with a contracted vendor to provide training, advocacy, mentoring and other support services to aid foster youth while still in care to develop competencies in areas of Education, Career Development, Health and Safety, Daily Living and Financial Resources.

Further, DPSS implemented "Transitional" TDM meetings for all emancipating youth to ensure their transition from foster care to adulthood is supported by better outcomes in education, employment, health/safety, and permanent housing.

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² Adoption composite includes five specific outcome measures: 1) adoption within 24 months; 2) median time to adoption; 3) adoption within 12 months (17 months in care); 4) legally free within 6 months (17 months in care); 5) adoption within 12 months (legally free)

³ Long Term Care composite includes 3 specific outcome measures: 1) exits to permanency; 2) exits to permanency; 3) in care 3 years or longer

Summary of Data Trends, Continued

Composite C4 -
Placement
Stability
(Data Set: Q1
2010- 04/01/09
through 03/31/10)

Riverside County

93.5%

CA State Average

94.5%

National Standard

101.5%

Current performance of 93.5% on placement stability composite⁴ shows a 1.0% decrease when compared to the same quarter data last year (94.5%). Riverside's rate falls below the State average and National Standard by 1% and 8% respectively.

Riverside County DPSS continues to work on this outcome as a priority, recognizing that placement stability is imperative to support a child's development of secure, meaningful relationships and their overall social/emotional development. Our goal is to reduce the number of placement moves of children in out of home care less than 12 months, 12-24 months and more than 24 months.

Continued efforts to improve performance on this measure include the following strategies:

- Improve placement screening procedures that include both the children *and* caregivers to assess a "goodness of fit" between them prior to placement to minimize unnecessary disruption.
- Finalize and obtain State approval of the Special Care Increment proposal so that committed caregivers have adequate financial support to meet the special needs of children.
- Continue to offer caregiver training that is locally accessible and convenient to care providers throughout the county (eg. weekend and evening classes, Spanish-language classes, video library) in order to familiarize caregivers with strategies for addressing children's social/emotional developmental needs.
- Provide timely screening and intervention to children that will assist them in adjusting in their new homes such as a mental health screening after detention; medical and dental health assessment within 30-days of foster placement; and special needs/disability screening (for children who may be eligible for Social Security Income).
- For emancipating youth, continue conducting Exit Team Decision Making meetings, ninety days before the termination of court adjudication to secure viable housing options, higher education plan and employment.

⁴ Placement composite includes 3 specific outcome measures: 1) in foster care less than 12 months, % with 1-2 placements; 2) in foster care 12-24 months, % with 1-2 placements; 3) in foster care 24 months, % with 1-2 placements

Attachment 1: Collaborative Partners

The following represents a list of team members who actively participated in the Community Partners Forums that were held on April 29, 2010 and November 4, 2010.

Note: The list below is not exhaustive of all persons who continue to actively participate in the SIP process through their participation in other meetings and activities.

Name	Agency	Name	Agency
Tami Alexander	Prevent Child Abuse Riverside County	Emily Dooley	Community Partner
Eldon Baber	Prevent Child Abuse Riverside County	Melissa Duffield	DPSS-Children's Services
Alexis Balkey	Indio Center for Change	Laurie Fineman	DPSS-Children's Services
Todd Bellanca	DPSS-Children's Services	Susan Francis	John F. Kennedy Memorial Foundation
Lonetta Bryan	DPSS	Harry Freedman	First Five Riverside County
Rena Cantu	Riverside Center for Change	Gingi Fulcher	Community Partner
Denise Chavez	Court Appointed Special Advocates	Elsa Garcia	Family Resource Center
Karen Christiansen	Board of Supervisors- District 2	Monah Hanson	DPSS-Children's Services
Darrell Clark	DPSS-Children's Services	Jaci Hasemeyer	Foster Parent
Anne Coleman	John F. Kennedy Memorial Foundation	Jennifer Hastings	DPSS-Children's Services
Trey Cumming	Community Partner	Guillermo Henry	DPSS-Children's Services
Mark Dassaro	DPSS-Children's Services	Bridgette Hernandez	DPSS-Children's Services
Craig Demariz	Community Partner	Veronica Hilton	Department of Public Health
Sylvia Deporto	DPSS-Children's Services	Lillian Hobbs	Riverside County Sheriff's Office
Bryce Hulstrom	Riverside County Probation Dept.	Vanessa Holm	Family Services Assoc.
Ivy Jackson	DPSS-Children's Services	Jennifer Pabustan- Claar	DPSS-Children's Services
Rosemary Jiron	DPSS-Children's Services	Tammy Palmer	DPSS-Children's Services
Mary Ellen Johnson	DPSS-Children's Services	Zavda Patton	DPSS-Foster Care
Susan Johnson	Community Partner	Jennie Pettet	DPSS-Children's Services
Renita Lewis	DPSS-Children's Services	Jim Powell	Community Partner
		Veronica Rodriguez	Prevent Child Abuse Riverside County

Greg Lindsey	Community Partner	Chris Rosselli	DPSS-Children's Services
Lynette Lindstrom	Community Partner	Jennifer Saldan	DPSS-Children's Services
Susan Loew	DPSS-Riverside County	Robert Sanchez	DPSS-Children's Services
Maria Machuca	DPSS-Family Resource Center	Nancy Satterwhite	DPSS-Children's Services
Susan Mahoney	DPSS-Children's Services	Giovanna Sedgwick	DPSS-Family Resource Center
Monica Mathis	DPSS-Children's Services	Rabya Shenghur	DPSS-Children's Services
Pamela Miller	Family Preservation Court Director	Tim Smith	Mental Health Systems
Gary McMane	Catholic Charities	Monica Stewart-Cobb	DPSS-Children's Services
Pat O'Boyle	DPSS-Children's Services	Ryan Uhlenkott	DPSS-Children's Services
Veronica Ocegüera	Community Partner		
Katherine Ohta	DPSS-Contract Unit		

Attachment 2

CWS / Probation System Improvement Plan Matrix

Matrix Summary

Summary

Priorities identified in collaboration with partners and stakeholders were consolidated into the following seven (7) overarching strategies designed to help families successfully reunify, reduce child re-entry to foster care, improve placement stability, and reduce number of youth placed in group homes. The seven (7) strategies are:

- Improving relevant Management Information Systems (MIS)
- Improving foster/relative caregiver training, recruitment and retention
- Improving quality assurance systems
- Improving staff and provider training, and
- Improving agency collaboration
- Improve placement stability
- Improve child placement in least restrictive setting

The following SIP matrix will provide an overall outline for each goal, strategy, strategy rationale and milestone. This outline will include the following, as applicable:

- Status of each improvement goal
- Status of each strategy, how it has been evaluated/monitored and its effectiveness in achieving the overall goal
- Status of each milestone and the county's efforts to complete each milestone within the designated timeframe
- How strategies will continue to build on progress
- Systemic changes needed to further support improvement goals
- Education, training and technical assistance needed, and
- Role of partners in achieving SIP goals

Further, the following matrix will provide information on new goals/strategies being added to Riverside County's 2009-2012 SIP in an effort to continue the County's progress in achieving positive outcomes for children and families.

System Improvement Plan Components

Outcome/Systemic Factor: Measure C1.4 Rate of Foster Care Reentry			
County's Current Performance: Riverside 9.2% (Current State Average – 12.1%)¹			
Improvement Goal 1.0 Reduce Reentry to Foster Care from 9.8%² to 7% by 03/2012			
Strategy 1.1 IMPROVE MANAGEMENT INFORMATION SYSTEMS (MIS)	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> OTHER	06/2009 to 03/2012	Strategy Rationale³ Improving relevant management information systems (MIS) will support successful reunification and assist in the reduction of reentry through the development of comprehensive, integrated data systems that track client outcomes through services provided.
	1.1.1 Develop a monitoring system to ensure that TDM meetings are being held for all children in targeted community areas prior to initial placement and prior to all placement changes.	Milestone	Activities and Results to Date

Continued on next page

¹ County and State current performances based on Q110 data for period 4/08-3/09
² County baseline performance based on Q408 data for period 01/07-12/07
³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	Timeframe	Activities and Results to Date
<p>1.1.2 Expand the use of the Safe Measures web based application so that supervisory staff and line staff have access to the application.</p>	06/2009 to 03/2012	<p>Riverside County established a Safe Measures workgroup which developed a pilot for the expanded use of the Safe Measures application from October 2008 through June 2009. The pilot expansion was a success. Currently, all CSD staff had received training on this application and all are using this case management tool to assist them in complying with child welfare case timelines. <i>Continued work on this milestone will include ongoing staff training along with continuous monitoring of usage and compliance to assess for additional training needed.</i></p>
<p>1.1.3 Develop a monitoring system to ensure accurate demographic information is consistently entered into the Child Welfare Services Case Management System (CWS/CMS) and the Juvenile and Adult Management System (JAMS).</p>	07/2010 to 03/2012	<p>The enactment of the National Youth Transitional Database in October 2010 has inadvertently kicked off CSD's efforts to review and update current demographic information of foster youth ages 16 and older. It pushes the Probation Department to start training its staff on CWS/CMS and further enhances the existing collaborative relationship between CSD and Probation in handling Independent Living Program (ILP) eligible youth. Using the reports provided to counties by CDSS, CSD has started to review and update all demographic information in this age group since December which also includes updating the Independent Living services component in CWS/CMS. <i>Continued work on this milestone will include expansion the update efforts to all youth in the Riverside County foster care system.</i></p>
<p>1.1.4 Develop a monitoring system to ensure accurate use of Structured Decision Making Assessment tools.</p>	06/2009 to 03/2012	<p>Riverside County currently has a Structured Decision Making (SDM) Steering Committee. The Steering Committee goal was to assess SDM usage, develop strategies to increase/improve usage, market new strategies to improve compliance and to develop a quality improvement process supported by ongoing assessment and monitoring of SDM. Significant progress has been made on this milestone and Riverside County's SDM continuous quality improvement process is still in development. During this reporting period, CSD has:</p> <ol style="list-style-type: none"> 1) Developed an audit form called Case Quality Review. This form is used to conduct random case audits to ensure compliance and correct usage of the SDM tool 2) Continued SDM training for all staff, with the last group being trained in January 2011, and 3) Continued work on this milestone will include ongoing staff training to increase SDM tool usage and compliance, along with continuous monitoring to assess for additional training needed.

Continued on next page

¹ County and State current performances based on Q110 data for period 4/08-3/09
² County baseline performance based on Q408 data for period 01/07-12/07
³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	Timeframe	Activities and Results to Date
<p>1.1.5 Increase partnership with Riverside County Office of Education to further implement the use of the Foster Youth Services Information System (FYSIS) to track/ monitor children's educational status.</p>	<p>06/2009 to 03/2012</p>	<p>FYSIS is a secured web-based application that provides a single point of reference for information on foster and probation youth enrolled in the Riverside County public school system. Via an Memorandum of Understanding (MOU) among CSD, Probation and Riverside County Office of Education (RCOE), youth information was exchanged and shared among data systems to ensure that all parties will have direct access to the most updated educational and placement information on all youth.</p> <p>During this report period, CSD and Probation have:</p> <ol style="list-style-type: none"> 1) Piloted the use of FYSIS among their Independent Living social workers and probation officers, and 2) Continued to meet monthly with various collaborative partners including Juvenile Courts and school districts to coordinate countywide implementation of FYSIS. <p><i>Continued work on this milestone will include ongoing collaboration with FYSIS partners to support the development of the FYSIS application, along with continuous data monitoring to assess for data validity.</i></p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Strategy 1.2 IMPROVE FOSTER/RELATIVE CAREGIVER TRAINING, RECRUITMENT & RETENTION	Strategy Rationale ³			
	<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input checked="" type="checkbox"/> PSSF	<input checked="" type="checkbox"/> OTHER
	<p>Improving foster/relative caregiver training will support successful reunification and help reduce reentry by encouraging mentoring relationships between caregivers and biological parents through TDM meetings and Ice Breakers.</p> <p>Improving foster/relative caregiver recruitment and retention will support successful reunification and help reduce reentry by having foster parents who are familiar with local resources, willing to facilitate visitation and who are willing to support biological parent and child relationships after dependency has been terminated.</p>			
	<p>CSD has developed a countywide process for Ice Breaker meeting utilization, tracking and assessment. Along with monthly TDM usage reports, TDM facilitators also provide the management team with a report on Ice Breaker usage. Riverside County has conducted approximately 200 Ice Breaker meetings countywide since the initiation of SIP in March 2009. Barriers which continue to impact Ice Breaker utilization include the following:</p> <ul style="list-style-type: none"> ▪ Parental incarceration ▪ Case transfer process that may delay implementation of Ice Breaker ▪ Social worker schedules/caseloads impacting increased use of Ice Breakers ▪ Recent mandated change in work schedule (4/10 schedule) ▪ Ending of the Family to Family budget, and ▪ Overall budget cut for CSD. <p><i>Due to employee's schedule change, budget cut and workload issues, CSD requests that this milestone be discontinued.</i></p>			
	<p>Riverside County remains actively engaged in efforts to recruit/retain quality foster homes for children in out-of-home care. As such, Riverside County has initiated monthly Faith-Based Collaborative meetings, attended by county staff, community partners/stakeholders, service providers, faith-based and tribal organizations. The Collaborative works to increase community and organizational involvement in meeting the needs of children and families in the child welfare system. The Collaborative discusses/ addresses the following topics in its monthly meetings:</p> <ul style="list-style-type: none"> ▪ Common Goals and Strategies – roundtable discussion about the focus and purpose of the Faith Based Collaborative 			
	Activities and Results to Date			
	<p>1.2.1. Expand the Family to Family Initiative in Riverside by initiating the use of Ice Breaker meetings to foster mentoring relationships between biological parents and out-of-home caregivers.</p>			
	<p>1.2.2 Enhance Foster Parent Recruitment and Retention efforts by collaborating with community partners, such as faith based and tribal organizations.</p>			
	Milestone			
	Timeframe			
	<p>06/2009 to 03/2012</p>			
	<p>06/2009 to 03/2012</p>			

Continued on next page

¹ County and State current performances based on Q110 data for period 4/08-3/09

² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

<p>Milestone</p>	<p>Timeline</p>	<p>Activities and Results to Date</p>
<p>1.2.2 Enhance Foster Parent Recruitment and Retention efforts by collaborating with community partners, such as faith based and tribal organizations. (continued)</p>	<p>06/2009 to 03/2012</p>	<ul style="list-style-type: none"> ▪ "Walk the Talk" Walk – the annual Walk Your Talk Walk was held on March 27, 2010, hosted by Riverside County and California Baptist University. This fundraising event was held to increase awareness of the needs of children in the foster care system and the organizations that support them. All monies raised benefit local programs that focus on meeting the needs of children in or emancipating from foster care. The event also raises awareness in the community regarding the need for foster and adoptive homes. ▪ Adoption Efforts – at each Faith Based Collaborative meeting, a child(ren) who may be lingering in foster care while awaiting a permanent home is presented to the group. This collaborative supported Riverside County's Third Annual Adoption Finalization Day during which 48 adoptions were finalized on this one day at two (2) of Riverside's three (3) Juvenile Courts. ▪ Foster Parent Recruitment Efforts – allows for open discussion of continued efforts and needs as seen by both County staff and Community Partners. As part of this meeting, increased efforts were made to support collaborative recruitment efforts for Indian foster homes in Riverside County. As such, Indian Child and Family Services, (ICFS), a Foster Family Agency specializing in placement of Indian children has partnered with Riverside County in its recruitment efforts. If individuals seeking to become foster parents identify themselves as having Indian heritage, they are asked if they would like to receive information on ICFS services. If they request to receive this information, they are provided an ICFS brochure and their information is forwarded to ICFS for follow up by their staff. ▪ Family Assistance Efforts – through this venue, additional supports for families trying to reunify are provided through donations from local faith based organizations. Social workers are provided opportunities to request specific assistance for their client(s). Assistance requested is often for school supplies, back packs, furniture, etc. Those items that Riverside County may be unable to provide to assist the family can now be provided through this resource. As such, this collaborative has increased the potential for families to reunify more quickly, as tangible items needed to foster reunification can now be obtained ▪ Independent Living Program (ILP) Efforts- at each Faith Based Collaborative meeting, several ILP youth are presented to the group for assistance which promotes better independent living outcomes for emancipated youth. <p>For the second consecutive year, Riverside CSD is running radio announcements in English and in Spanish on KUNA radio to recruit caregivers in the Desert Region where more foster homes are needed. The radio advertisement includes a phone number for potential foster parents to call and schedule an orientation. The recruitment includes ninety-eight (98) thirty (30) second spots which will run during a six-week course. Attendance for new foster parent orientation tripled in the Desert last year while these ads were running.</p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

<p>Milestone</p>	<p>1.2.2 Enhance Foster Parent Recruitment and Retention efforts by collaborating with community partners, such as faith based and tribal organizations. (continued)</p>	<p>Timeframe</p>	<p>06/2009 to 03/2012</p>	<p>Activities and Results</p>	<p>In addition, Riverside County continues to work collaboratively with local tribes as well as the Indian Child and Family Services (ICFS) in placement of Native American children and in recruiting tribal foster homes. Tribal partners actively participate in TDM meetings held regarding Indian children and families. This collaboration enhances Riverside County's ability to provide appropriate, culturally relevant services and appropriate out-of-home placement options to Indian families. <i>Continued work on this milestone will include ongoing collaboration on the recruitment of quality foster homes and monitoring to assess for additional needs.</i></p>
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¹ County and State current performances based on Q110 data for period 4/08-3/09

² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	Timeframe	Activities and Results to Date
<p>1.2.3 Expand education for out-of-home caregivers, to include instruction that will assist caregivers to develop strategies for parenting children exposed to abuse and neglect and instruction on how to utilize the JV 290 Caregiver Information Form.</p>	<p>06/2009 to 03/2012</p>	<p>Riverside County contracts with Riverside Community College (RCC) to provide Foster and Kinship Education. In the current schedule of classes provided, RCC offers a class entitled "Caregivers Rights and Responsibilities." This class includes information on the JV 290 Caregiver Information Form such as how to access and fill out the form. This class is being offered at seven (7) separate locations throughout Riverside County, both in the morning and evening. Five (5) of the classes are offered in English and two are offered in Spanish. Additionally, RCC offers classes on meeting the special needs of abused/neglected children in foster care. Classes focus on attachment, development and the impact of chronic trauma (in the form of abuse and/or neglect), the resulting behaviors and discipline. These classes are considered vital for caregivers due to the importance of understanding core dynamics and issues that make parenting children in the system so different from parenting birth children. Twelve hours are spent on teaching "Attachment Re-Parenting" which covers attachment, brain development, physical and socio-emotional development and behavior/discipline focused on children with trauma histories. Six (6) hours are spent on teaching "Parenting from the Heart" which focuses on discipline for children with abuse/neglect histories. Additional classes are also offered which focus on lying, stealing, hoarding food, grief and the holidays. These classes focus on how these behaviors can be survival mechanisms and how children in the child welfare system experience separation, grief and loss.</p> <p><i>Continued work on this milestone will include ongoing caregiver training, along with continuous monitoring to assess for additional training needed</i></p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

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³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	Timeframe	Activities and Results to Date
<p>1.2.4 Educate out-of-home caregivers on how to access available services to meet the needs of children in their care.</p>	<p>06/2009 to 03/2012</p>	<p>In addition to offering ongoing caregiver training classes, Riverside County produces a quarterly Resource Reader Newsletter that is distributed to out-of-home caregivers with their foster care payment checks. The Resource Reader provides caregivers with information such as:</p> <ul style="list-style-type: none"> ▪ Available services for both themselves and the children in their care ▪ Upcoming trainings, events and workshops ▪ Locations for free items, trainings or services ▪ Safety topics and safety reminders ▪ Locations to obtain CPR and First Aid Certifications ▪ Information on Foster Parent Associations and providers who specialize in providing culturally competent services to Indian children and families or who specialize in services for emancipating youth ▪ Contact information for the Riverside County Warmline which links "grandparents raising grandchildren" to support and services ▪ Child Abuse Reporting and After Hours Emergency Contact Numbers ▪ Children's Services Division Office Hours ▪ Contact information and procedures for transferring foster care licensing when moving ▪ Family Resource Center locations and contact information ▪ Available grants, and ▪ Programs and services to assist youth to access college financial aid. <p><i>Continued work on this milestone will include ongoing caregiver training, along with continuous monitoring to assess for additional training needed</i></p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

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³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Strategy 1.3 IMPROVE THE QUALITY ASSURANCE (QA) SYSTEM		<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input checked="" type="checkbox"/> OTHER	Strategy Rationale³ Improving quality assurance systems is a fundamental need in order to measure both quantitatively and qualitatively the effectiveness of programs and services.
Milestone	Timeframe	Activities and Results to Date	
1.3.1 Develop a monitoring system to ensure that TDM meetings are being held for all children in targeted communities prior to initial placement and prior to all placement changes.	06/2009 to 03/2012	(For information on progress for this milestone, please refer to the activities and results update for Milestone 1.1.1)	
1.3.2 Expand Quality Assurance activities to assess the proper use of Structured Decision Making (SDM) assessment tools on all cases.	06/2009 to 03/2012	(For information on progress for this milestone, please refer to the activities and results update for Milestone 1.1.4)	
1.3.3 Expand Quality Assurance activities to ensure that demographic data in the Child Welfare Services Case Management System (CWS/CMS) and the Juvenile and Adult Management System (JAMS) is accurate and routinely updated.	07/2010 to 03/2012	(For information on progress for this milestone, please refer to the activities and results update for Milestone 1.1.3)	
1.3.4 Expand the tracking, monitoring and reporting of quality and effectiveness of services provided by both CAPIT/CBCAP/ PSSF and CWS funded service providers.	07/2010 to 03/2012	Client satisfaction is reviewed and evaluated through the dissemination of anonymous client satisfaction surveys. Surveys gather client responses regarding overall quality of service, helpfulness of services in meeting client needs, convenience of services, professionalism of staff, accessibility of location, and other items. Client satisfaction surveys are distributed in English and Spanish at least three times per fiscal year, to all clients served during an identified "survey week."	

¹ County and State current performances based on Q110 data for period 4/08-3/09

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³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	1.3.5	Timeframe	Activities and Results to Date
Increase quality of assessments and decision making on risk and safety as evidenced by a decreased recurrence of abuse/neglect from 5.3% to 4%.	07/2010 to 03/2012		<p>Riverside County uses Structured Decision Making (SDM) tool in determining risk and safety factors affecting children starting from initial investigation through the closure of the case. To ensure that social workers are adequately trained and improve the correct usage of this tool, a SDM Steering Committee was established in 2009 on this tool and there might be some incorrect usage of the tool. Stemming from this committee, Quality Assurance Subcommittee was established. This subcommittee meets quarterly and its purpose is to develop an ongoing process to review, track, analyze, and develop strategies to increase overall SDM compliance/usage.</p> <p>During this reporting period, the subcommittee has developed a tool called Case Quality Review (CQR) which is used by supervisors and managers to conduct random case audits to ensure timeliness completion of the tool as well as to ensure that the assessment information entered in the tool is consistent with information documented in CWS/CMS.</p> <p><i>Continued work on this milestone will include ongoing staff training to increase SDM tool usage and compliance, along with continuous monitoring to assess for additional training needed.</i></p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

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³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Strategy 1.4 IMPROVE STAFF/PROVIDER TRAINING	<input type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> OTHER	Strategy Rationale³ Improving staff and provider training will support successful reunification and reduce reentry by ensuring consistent training of staff/providers thereby providing consistency in service delivery across the County and in the Courts.
1.4.1 Increase staff cultural competence by enhancing cultural awareness training for staff.	01/2010 to 03/2012	Activities and Results to Date
Milestone	Timeframe	<p>Riverside County Children's Services Division is committed to enhancing cultural competency in its provision of child welfare services. As such, Riverside has provided and/or participated in the following trainings since the implementation of the 2009-2012 SIP. These trainings have included:</p> <ul style="list-style-type: none"> ▪ Tribal Star Summit – an opportunity for child welfare staff and local Native American tribes to meet and share cultures and experiences. The Summit opens the lines of communication and helps increase cultural competency in working with children and families with Indian decent. ▪ Morongo Indian Child Welfare Act (ICWA) – an opportunity for child welfare staff and local Native American tribes to meet and learn about the laws and its application to child welfare service provision. This training was purposed to increase knowledge of ICWA and its application when working with children and families of Indian decent. ▪ Understanding Lesbian, Gay, Bi-Sexual and Transgender Youth – this training is designed to increase social worker competency in providing services to lesbian, gay, bi-sexual and/or transgender children involved in the child welfare system. <p>In addition, through CSD's participation in the California Racial Disproportionality and Disparity Collaborative (7/07-6/10), we have raised awareness among staff and various community agencies as to the disproportional representation of African-American children in the Riverside foster care system.</p> <p>Riverside County Probation Department is committed to enhancing cultural awareness training for employees. For fiscal year 2009/10 the Probation Department Staff Development Unit doubled the amount of classes that address cultural awareness for employees. The new courses that were created include</p> <ul style="list-style-type: none"> ▪ Gender Differences, Boomers: Generation X and Generation Y, and ▪ Maintaining a Stable Environment Milieu. <p>Each of these courses identifies the differences in culture of juvenile clients and their families. The courses listed are available to both institution and field employees. All training curricula offered to the employees of the Riverside County Probation Department are certified by the Standards and Training for Corrections (STC). STC is a function of the Corrections Standard Authority, a Division of the California Department of Corrections and Rehabilitation.</p> <p><i>Continued work on this milestone will include ongoing staff training, along with continuous monitoring to assess for additional training needed.</i></p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	Timeframe	Activities and Results to Date
<p>1.4.2 Enhance staff training on the Family to Family Initiative, Structured Decision Making, Safe Measures, Court Report writing, transition planning, the Child Welfare Services Case Management System (CWS/CMS) and Juvenile and Adult management System (JAMS), to further enhance the provision of effective child welfare services.</p>	01/2010 to 03/2012	<p>Riverside County is committed to ongoing staff training as a means to ensure continuous improvement in child welfare service provision. County Staff Development trainers provide staff training using a Child Welfare Service best practice model as a foundation for all its trainings. Staff Development trainers have provided 111 trainings to over 1,638 staff since the implementation of the 2009-2012 SIP. The trainings offered/attended were as follows:</p> <ul style="list-style-type: none"> ▪ Family to Family Initiative ▪ Court Report Writing ▪ Structured Decision Making ▪ Safe Measures, and ▪ CWS/CMS. <p>The Riverside County Probation continues to work to roll out use of its new JAMS system and has offered beginner training to all staff to aide in its use and implementation. As the need arises, the Probation Department will continue to provide more advanced training to facilitate the full utilization of the system by all staff.</p> <p><i>Continued work on this milestone will include ongoing staff training, along with continuous monitoring to assess for additional training needed</i></p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	1.4.3 Hold Bi-Annual Meetings with Community Partners and Stakeholders, out-of-home caregivers, service providers, staff, parent partners and youth to review data on SIP progress and provide a forum for collaboration on continued quality improvement of child welfare service provision.	Timeframe	11/2009 to 03/2012	Activities and Results to Date
				<p>On April 29, 2010, Riverside County Children's Services Division, the Probation Department and Prevent Child Abuse Riverside County (PCARC) hosted the Spring 2010 bi-annual Community Partners Forum. The theme for the forum was, "Collaboration Creates Success". An update was provided from First 5 Riverside County, now housed under the Riverside County Department of Public Social Services umbrella. In addition, there was a presentation and panel discussion on Racial Disproportionality and Disparity in the child welfare system of Riverside County.</p> <p>On November 4, 2010, Riverside County Children's Services Division, the Probation Department and Prevent Child Abuse Riverside County (PCARC) hosted the Fall 2010 bi-annual Community Partners Forum. The theme for the forum was, "Needs Assessment Kick-Off." An update was provided on SIP outcomes, and the forum was used as an advisory meeting for the 2013-2016 Needs Assessment.</p> <p>Numerous individuals attended both forums which include county staff, community partners, stakeholders, parent leaders, foster/adoptive parents, and service providers.</p> <p><i>Continued work on this milestone will include the coordination of ongoing bi-annual meetings with the community to discuss SIP progress and to conjointly work on improving child welfare services.</i></p>

¹ County and State current performances based on Q110 data for period 4/08-3/09

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³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Strategy 1.5 IMPROVE AGENCY COLLABORATIONS	<input type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> OTHER				Strategy Rationale ³ Improving agency collaboration will support successful reunification and reduce reentry by creating better communication which will assist clients by reducing barriers and providing more appropriate services in a timely manner.
	Milestone		Timeframe		
1.5.1 Increase communication with local schools and the Juvenile Court to enhance transition planning for families when children move between schools or school districts, or when children return to their parental home.	01/2010 to 03/2012		<p>In participating in the FYSIS project as mentioned in milestone 1.1.5, CSD, Probation, school districts, and Juvenile Court are working toward a unified data system that allows all parties access to foster youth information across division. This allows schools as well as caregivers to track progress in all academic areas: grades, high school credits, Individualized Education Plan, etc.</p> <p>Also, in collaboration with Riverside County Office of Education (RCOE), we co-fund a Foster Youth Educational Liaison position to ensure that there is advocacy for the educational needs of children placed in out-of-home care, especially ones who are medically fragile, placed in a group home, and/or are eligible for the ILP.</p> <p>The Foster Youth Educational Liaison works with all Riverside County school districts and personnel, group home providers, foster parents and youth to ensure appropriate and timely admissions, transitions and discharges to and from schools in Riverside County. The liaison also assists with issues related to education/special education, due process for student discipline and programs/services offered in alternative education, IEP/SST/504 meetings for foster youth, and records transfer.</p> <p>Additionally, the liaison oversees an Educational Representative Program, which is a program that secures volunteers from the community who are then trained to become Court's appointed educational representatives for foster youth.</p>		
1.5.2 Continue to improve collaborative relationships with service providers to ensure services are available and accessible throughout the county.	06/2009 to 03/2012		<p>The Children's Services Division's Contracts Administration Unit (CAU) and the Program Development and Support Region facilitate collaborative relationships with service providers to enhance the County's capacity to ensure that services are available and accessible throughout the County.</p> <p>CAU hosts a biannual Partners Conference for CAPIT/PSSF providers. This open forum conference provides the opportunity for the County and service providers to increase transparency in service provision by openly discussing staffing changes, victories and challenges experienced. It also provides an opportunity for service providers to get their questions answered and allows the County a forum to discuss changes in contracting processes or funding.</p> <p>Program liaisons assigned to the Program Development and Support Region is a go-between CAU, service vendors and the field social workers. These liaisons employ a hands-on approach to working with service providers through a variety of means such as on-site monitoring visits, regular communication over the telephone and email and at community events/trainings.</p>		

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² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	Timeframe	Activities and Progress to Date	
<p>1.5.2 Continue to improve collaborative relationships with service providers to ensure services are available and accessible throughout the county. (continued)</p>	<p>06/2009 to 03/2012</p>	<p>They meet with social workers to address concerns and unmet service needs. With feedback from all groups, program liaisons provide feedback and recommendations enabling the County to address unmet service needs or gaps in service provision.</p> <p><i>Continued work on this milestone will include ongoing staff contract monitoring, provider support meetings, and regular communication to assess for additional needs.</i></p>	
<p>1.5.3 Hold Bi-Annual Meetings with Community Partners and Stakeholders, out-of-home caregivers, service providers, staff, parent partners and youth to review data on SIP progress and provide a forum for collaboration on continued quality improvement of child welfare service provision.</p>	<p>11/2009 to 03/2012</p>	<p>(For information on progress for this milestone, please refer to the activities and results update for Milestone 1.4.3)</p>	

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² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

Milestone	Timeframe	Activities and Progress to Date
<p>1.5.4 Increase the number of aftercare programs in identified communities from 1 to 4 aftercare programs.</p>	<p>03/2010 to 03/2012</p>	<p>Efforts to increase the number of aftercare programs resulted in the development and implementation of RePreve.</p> <p>RePreve was designed to prevent children from re-entering foster care by providing case management services to parents after the dependency was terminated. The goals are to assist parents in their adjustment with children now that they are home and to link families to needed community resources. This program was first implemented in the Desert areas (2008-2010) using funding from Marguerite Casey Family Programs. For fiscal year 2009-2010, it was expanded to two other Riverside areas: Hemet and Nuevo.</p> <p>Preliminary data results of the RePreve program in the Desert did not show significant difference in re-entry rate in families who completed RePreve and families who did not. In addition, there is seriously low engagement rate. More than 200 families were referred to RePreve, only 19 families completed the program. With these outcomes coupling with discontinued funding and budget constraint, CSD did not continue this service.</p> <p>As to RePreve in the other two areas, CSD will continue this program until the fiscal year expires.</p> <p>Other efforts being considered for continuing support to children and families after case closure includes:</p> <ul style="list-style-type: none"> ▪ Continue utilization of the existing aftercare program available through Family Preservation Court (FPC), and ▪ Utilizing Parent Leaders as mentors to parents as they are in transition to reconnect with their children as well as their community. <p>FPC is a collaborative effort among many Riverside County agencies, including the Superior Court, The Riverside County Sheriff's Department, the Department of Mental Health and others. FPC's goal is to prevent the unnecessary separation of children from their families or to reunite children with their parents, adoptive parents, kinship providers, or legal guardians as soon as safety issues are resolved. The program provides immediate access to a comprehensive network of services which includes direct substance abuse treatment, drug testing, life skills classes, parenting education, recovery support group, education/employment services, primary health care/mental health referrals, Family Reunification (FR) Support group, and aftercare services. These services substantially reduce substance abuse, improve family functioning, and establish healthier lifestyles for the families referred. FPC currently provides services to 272 parents with substance abuse issues.</p> <p>The Parent Leaders program is a joint effort between CSD and FPC. The mission of the Parent Leaders Program is to promote faster, but more successful reunification rate among families by using prior CSD parents to support and engage current CSD parents in child welfare services. Though our initial emphasis would be with current CPS parents, there is likelihood that we will extend the mentor relationship between parent leaders and their parent clients after case closure. This will ensure that our clients will continue to get the support needed in this transition phase.</p>

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² County baseline performance based on Q408 data for period 01/07-12/07

³ Describe how the strategy will build on progress and improve this program/outcome area.

<p>1.5.5 Increase % of TDMs utilized at critical case decision points for all families in identified communities by 15%.</p>		<p>03/2010 to 03/2011</p>	<p>When we first started holding Team Decision Making (TDM) meetings in 2004, most TDMs were conducted prior to initial placement (Emergency Placement TDM) and only in targeted zip codes. As time progressed, we expanded TDMs to all families in these zip codes prior to removal (Imminent Risk TDM), placement changes, and prior to exit from placement (Exit TDM). In last fiscal year, we completed 1,513 TDMs serving 2,759 children. 7% of those were Emergency Placement, 25% were Imminent Risk, 33% were Placement Change, and 35% were Exit TDMs. Recently, we also started conducting TDMs 90 days prior to youth emancipation (Transition TDM). We do not have data yet to show the percentage for this type of TDM. We are also in the proposal stage to conduct Imminent Risk TDMs for families not only in the targeted zip codes, but all Riverside County zip codes. The intention of TDM expansion was to include child(ren), parents, other family members, and other stakeholders at critical case decision points. With continued support from staff and management team and advocacy to integrate TDM as part of our daily social work practice, we will continue to work on increasing our TDM percentages in all categories using the above figures as our baseline. We are also in the proposal stage to</p>
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System Improvement Plan Components, (cont.)

Outcome/Systemic Factor: Composite C4 Placement Stability			
County's Current Performance: Riverside 93.5% (Current State Average – 94.5%) ¹			
Improvement Goal 2.0 Increase Placement Stability for Children in Out-of-Home Care < 12 Months from 82.9% ² to 86% by 03/2012 Increase Placement Stability for Children in Out-of-Home Care 12-24 Months from 62.0% ² to 65.4% by 03/2012 Increase Placement Stability for Children in Out-of-Home Care > 24 Months from 30.6% ² to 33.6% by 03/2012			
Strategy 2.1 IMPROVE PLACEMENT STABILITY	<input type="checkbox"/> CAPIT	Strategy Rationale ³ Improving placement stability will assist in maintaining supportive social connections for children in out-of-home care and reduce additional trauma caused by severed social connections and frequent placement changes.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> OTHER		
2.1.1 Improve best placement match as evidence by decreased placement moves.	01/2010 to 03/2012	<p>The Placement Region in CSD currently has a procedure in place to promote a "goodness of fit" between children and their potential placement. This procedure embraces critical child welfare factors when considering which placement best fits the child's needs. These factors include: ethnicity, cultural background, schools of origin, special medical and educational needs and maintenance of sibling relationships.</p> <p>To further enhance the matching process, CSD has started working on a Special Care Increment (SCI) proposal to request state for additional financial compensation for special needs homes. With additional funding, CSD hopes to improve the quality of care for foster youth by:</p> <ul style="list-style-type: none"> ▪ Better placement matches early on ▪ Development of better matching database ▪ Increase placement in least restrictive setting, and ▪ Improved communication between social workers and caregivers as to the needs of each child. 	<p>Activities and Progress to Date</p>
2.1.2 Increase parent engagement by increasing the # of Ice Breaker meetings held countywide from 106 to 144.	01/2010 to 03/2011		

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System Improvement Plan Components, (cont.)

Outcome/Systemic Factor: Measure 4 B Least Restrictive (PIT Placement: Group/Shelter)			
County's Current Performance: Riverside 5.5% (Current State Average – 7.1%) ¹			
Improvement Goal 3.0 Decrease the total number of kids in group homes from 6.5% ² to 5% by 03/2012			
Strategy 3.1 IMPROVE CHILD PLACEMENT IN LEAST RESTRICTIVE SETTING	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> OTHER	Strategy Rationale³	
		Improving child placement in the least restrictive setting appropriate to meet their needs will support a child's ability to maintain continuity in care and establish consistent, caring attachments to their caregivers.	
		ACT clinicians currently serve as service brokers for social workers and their positions are funded by CSD. However, with the current budget situation, CSD is considering changes in the scope of work and responsibilities of the ACT clinicians. Thus, CSD has yet to initiate the development of a survey. <i>Continued work on this milestone will include assessing service broker options and finalizing the changes for this agreement.</i>	
		Since the last SIP Annual update, Riverside County has implemented vendor contracts for 73 Foster Family Agencies (FFAs) and 57 Group Homes (GHs) that provide services to Riverside County children in out-of-home care. DPSS also established an Inter-agency Review, Evaluation, Mentoring, and Support Team (IREMS). The IREMS Team conducts monitoring reviews of all contracted FFAs and GHs to assure contract compliance.	
Milestone		Activities and Results to Date	
3.1.1 Enhance partnership with the Department of Mental Health through the development of customer service surveys to be completed by social workers and ACT clinicians.	<input type="checkbox"/>	01/2010 to 03/2012	MTEC homes specialize in caring for children who have mental health issues and are in counseling through the DMH. Resource Families providing care for these children attend additional training and work collaboratively with the DMH, CSD and/or the Probation Department to assure that the children placed in their care receive appropriate, ongoing, individualized mental health treatment aimed at improving the child's stability, wellness and ability to function within their environment (waiting for Eryls' numbers).
3.1.2 Enhance partnerships with Foster Family Agencies and Group Homes by execution of service agreements with 60 Foster Family Agencies and Group Homes.	<input type="checkbox"/>	01/2010 to 03/2012	Wraparound is a collaborative between the Department of Mental Health (DMH), the Children's Services Division (CSD), the Department of Public Health, the Probation Department and service providers. All Wraparound providers offer intensive, comprehensive, integrated and creative treatment, intervention and support services in a home-like environment to youth in or at risk of being placed in group homes. The goal of the Wraparound program is to help stabilize children/youth and to facilitate their return to their birth family or placement with a relative caregiver. Effective January 1, 2011, Riverside has increased the number of slots from 50 to 75. It is uncertain at this time that CSD will be able to expand this to 125 slots as outlined in this sub-strategy.
3.1.3 Increase the number of children/youth in Multi-dimensional Treatment Foster Care (MTFC) from 1 to 10.	<input type="checkbox"/>	01/2010 to 03/2012	
3.1.4 Increase the number of children/youth in Wraparound services from 50 to 125.	<input type="checkbox"/>	01/2010 to 03/2012	

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³ Describe how the strategy will build on progress and improve this program/outcome area.

System Improvement Plan Components, (cont.)

<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</p>
<p>Identify roles of the other partners in achieving the improvement goals.</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p>

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³ Describe how the strategy will build on progress and improve this program/outcome area.