

# California - Child and Family Services Review

## Monterey County System Improvement Plan Progress Report

September 2021 – September 2022



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## California – Child and Family Services Review Signature Sheet

For submittal of:    CSA     SIP     Progress Report

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SIP Period Dates	2019 – 2024
Outcome Data Period	Q4 2021
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# Introduction

## Background – Child and Family Services Review

In 1994, amendments to the Social Security Act (SSA) authorized the U.S. Department of Health and Human Services (HHS) to review state child protection systems' conformity with the requirements of Titles IV-B and IV-E of the SSA. In response, the Federal Children's Bureau (HHSD) initiated the Child and Family Services Reviews (CFSR) nationwide in 2000. The implementation of the CFSR marked the first time the federal government evaluated state child protection and child welfare programs using performance-based outcome measures, in contrast to solely assessing indicators of processes associated with the provision of child welfare services. California was first reviewed by the Health and Human Services Department (HHSD) in 2002 and the first round of the CFSRs began in the same year. Ultimately, the goal of these reviews is to help states achieve consistent improvement in child welfare service delivery and outcomes essential to the safety, permanency, and well-being of children and their families.

## California Child and Family Services Review (C-CFSR)

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 the state legislature in 2001. The goal of the C-CFSR is to establish, and subsequently strengthen, Child Welfare Services statewide through an improved system of accountability for child and family outcomes. As a state-county partnership, this accountability system is an enhanced version of the federal oversight system mandated by Congress to monitor states' performance to protect children and strengthen families. The federal and state systems are comprised of multiple elements, including the County Self-Assessment (CSA) conducted every five years and the System Improvement Plan. The System Improvement Plan (SIP) is based on the CSA findings and describes each county's plan for improving outcomes over the next five years through setting goals and strategies and annual progress reports.

## County Self-Assessment (CSA)

The CSA is the analytic vehicle by which counties determine the effectiveness of current practice, programs, and resources across the continuum of child welfare and probation placement services and it identifies areas to target for system improvement. The County Self-Assessment (CSA) is developed by the lead agencies, Child Welfare Services (CWS) and Juvenile Probation, in coordination with their local community and prevention partners. The CSA assesses the full array of child welfare and Probation programs from prevention and protection through permanency and aftercare.

Quarterly data reports are issued by the California Department of Social Services (CDSS) for each county which include key safety, permanency, and well-being outcomes. These quarterly reports provide summary-level federal and state program measures that serve as the basis for the C-CFSR and are used to track performance over time. Data are used to inform and guide both the assessment and planning processes and to analyze policies and procedures. This level of evaluation allows for a systematic assessment of program strengths and limitations in order to improve service delivery. Linking program processes or performance with federal and state outcomes helps County management to evaluate their progress, modify programs or practices as appropriate, and make decisions about future program goals,



strategies, and use of resources. This quarterly data reporting cycle is consistent with the principle that for the purpose of quality improvement, data analysis of this type is best viewed as a continuous process, as opposed to a one-time activity.

Embedded in the CSA process is the Peer Review. The Peer Review provides counties with issue-specific, qualitative information about County child welfare practice gathered by outside peer experts. Information is garnered through intensive social worker and probation officer interviews. This information, along with stakeholder and focus groups input, helps to illuminate areas of program strength, as well as those areas in which improvement is needed. In November 2018, Monterey County completed its Peer Review.

In the past, counties developed a separate plan for expenditure of federal and state funds for the Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP) funds. In June 2008, the CDSS, in collaboration with the California Welfare Directors' Association (CWDA), announced integration of the CAPIT, CBCAP, and PSSF plan into the C-CFSR. To minimize duplicative processes, maximize resources, and increase partnerships and communication between organizations, the CAPIT/CBCAP/PSSF Plan has been integrated into the CSA and SIP process. These funds support the counties to provide a continuum of services for children and families with an emphasis on prevention and early intervention.

## **System Improvement Plan (SIP)**

The final component of the C-CFSR is the System Improvement Plan (SIP), developed every five years in conjunction with the CSA. The SIP is the operational agreement between each County and the State, outlining how the County will improve its system to provide better outcomes for children, youth, and families. The plan represents the County's commitment to make specific measurable improvements in performance outcomes within a defined timeframe, including prevention strategies. The SIP consists of improvement strategies with specific action steps, timeframes, and quantitative targets, subject to the approval of the Board of Supervisors (BOS) and the CDSS. Quarterly data reports, quarterly monitoring by the CDSS, and annual SIP progress reports are used to track each County's progress. The process is a continuous cycle of making and measuring process improvement. Also included in the SIP is a coordinated service provision plan for how the County will utilize prevention, early intervention, and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families and to help children find permanent families when they are unable to return to their families of origin.

## **California Case Review**

Case Reviews were implemented in every county by CDSS as a foundational component of county and state Continuous Quality Improvement (CQI) processes and to meet federal requirements for improving performance on national child welfare outcomes. California is currently using the Administration for Children and Families' (ACF) Onsite Review Instrument (OSRI) for review of all cases. County Case Review staff conduct a structured qualitative review of a specific number of cases each quarter, determined by the overall number of children in care under child welfare and Probation supervision. Qualitative case reviews complement quantitative data and provide important information about the "how" and the "why" questions associated with CQI.

## SIP Progress Report Narrative

### C-CFSR Team Core Representatives

Eva Ortiz Elizondo, Deputy Director	DSS FCS
Patricia L. Hernandez, Management Analyst II	DSS FCS
Sara Sturtevant, Management Analyst II	DSS FCS
Chelsea Chacon, Management Analyst III	DSS FCS
Eduard Juarez-Lefevre, Management Analyst III	DSS FCS
Ginger Pierce, Management Analyst III, CAPC Director	DSS FCS
Gregory Glazzard, Juvenile Probation Division Manager	Juvenile Probation
Elizabeth Balcazar, Management Analyst II	Juvenile Probation
Marlo Mendoza, Probation Services Manager	Juvenile Probation
Ericka Magee, Outcomes and Accountability	CDSS
Jagdish Mujja, OCAP	CDSS
Lisa Molinar	Shared Vision Consultants
Joanne Brown	Shared Vision Consultants
Christine Perry	Shared Vision Consultants
Mitch Mason	Shared Vision Consultants

### Stakeholder Representatives

To ensure the process of finalizing SIP Strategies and Action Steps was inclusive of, and collaborative with, our partners, the agency reconvened its stakeholder group for one final meeting ahead of the SIP Report Finalization. During this convening, the County presented information to its Stakeholders regarding the outcomes of the CSA, including the outcomes of the Peer Review, as well as the most significant service gaps, needs, and challenges of the child welfare and juvenile probation populations, and most underserved in the community. This information was identified through the CSA Stakeholder and Focus Group feedback process. In addition, this convening served as the County’s opportunity to present recommended SIP focus areas and strategies to the group, which the County believes will address the needs of the community identified in the CSA.

## Current Performance Toward SIP Improvement Goals

### CHILD WELFARE

For the purpose of this report, all baseline data is taken from California Child Welfare Indicators Project (Q1 2018).<sup>1</sup> Subsequent performance data is also taken from California Child Welfare Indicators Project (Q4 2021).

#### ***P1 – Permanency in 12 months for Children Entering Foster Care***

<b>Priority Outcome Measure or Systemic Factor: P1 – Permanency in 12 months for Children Entering Foster Care</b>	
National Standard	≥ 40.5%
Target Goal	Year 1: >24.4% Year 2: >30.4% Year 3: >33.4%
Baseline Q1 2018	17.5% (34 of 194)
Q4 2019 (Year 1)	24.2% (40 of 165)
Q4 2020 (Year 2)	17.1% (20 of 117)
Current Performance Q4 2021 (Year 3)	22.8% (21 of 92)

This measure is defined as “Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?”

The National Standard for this measure is 40.5%. During the reporting period January 1, 2021 to December 31, 2021, Monterey County FCS had 22.8% of children exit to permanency in 12 months. This is 10.6 points less than FCS’ Year 3 goal and continues to be well below the National Standard. We continue to reduce the number of children entering care year over year, though this measure continues to be below the national standard.

The challenges to achieving permanency in 12 months are primarily:

- Court calendar continues to set the Juris/Dispo hearings in such a way that we are 30 days into the 12 months of P1 before the first hearing.
- Staff turnover and leaves of absence continue to cause families to have multiple social workers over the lifetime of the case.
- COVID restrictions continued to make visitation scheduling difficult.

Visitation is not increased over the life of a case by the social worker, which slows down reunification.

#### ***Systemic Factor – Staff Training***

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<sup>1</sup> Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

<b>Priority Outcome Measure or Systemic Factor: Staff Training</b>	
National Standard	N/A
Target Goal	Year 1: Completed Recruitment of Training Staff Year 2: Induction Rollout for New Staff
Baseline Q1 2018	As of Quarter 1, 2018, the County did not have a standardized staff onboarding or training induction program.
Q4 2019 (Year 1)	No data is available for this year because the induction process began January 2021.
Q4 2020 (Year 2)	No data is available for this year because the induction process began January 2021.
Current Performance Q4 2021 (Year 3)	Nineteen new social workers have completed the six-week induction training from January 2021 to September 2022.

***Systemic Factor – Quality Assurance***

<b>Priority Outcome Measure or Systemic Factor: Quality Assurance</b>	
National Standard	N/A
Target Goal	Year 1: Completed CQI Infrastructure Year 2: Drafting and Finalization of Written CQI Protocol
Baseline Q1 2018	As of Quarter 1, 2018, the County did not have standardized processes for Continuous Quality Improvement (CQI), or Quality Assurance (QA) of new programs and initiatives.
Q4 2019 (Year 1)	No data is available for this year because implementation of a CQI process is not yet scheduled to begin.
Q4 2020 (Year 2)	No data is available for this year because implementation of a CQI process is not yet scheduled to begin.
Current Performance Q4 2021 (Year 3)	No data is available for this year because implementation of a CQI process is not complete and is rescheduled to new dates in 2023 and 2024.

**Systemic Factor – Agency Collaboration**

<b>Priority Outcome Measure or Systemic Factor: Quality Assurance</b>	
National Standard	N/A
Target Goal	Year 1: Implement Utilization for Voluntary Cases Year 2: Restructure Quarterly Meetings
Baseline Q1 2018	As of Quarter 1, 2018, the County’s partnership with the Housing Authority of Monterey County, via the Family Unification Partnership (FUP) Program, required increased collaboration in the following areas: 1) Expansion of services to Voluntary Family Maintenance families; 2) Creating a mechanism for collecting and tracking data for the following points: service component received by referred families; number of referrals received by housing authority per month; number of approved and denied applications; and denial reasons and trends which present challenges to utilization of this resource; and 3) Ongoing training on the referral process and the FUP Program for new staff.
Q4 2019 (Year 1)	No data available because housing vouchers were not being issued for approximately one year.
Q4 2020 (Year 2)	Limited data available because COVID restrictions delayed the implementation of a process for referring FCS families to Housing authority for vouchers once they began issuing vouchers again in May 2020.
Current Performance Q4 (Year 3)	Monterey County was one of the grantees for Bringing Families Home, a state funded program. This program was created to reduce the number of families in the child welfare system experiencing, or at risk of, homelessness, increase the number of families reunifying, and prevent foster care placement. Monterey County is completing an agreement with a service provider to administer services for children and families.

## PROBATION

For the purpose of this report, all baseline data is taken from California Child Welfare Indicators Project (Q1 2018).<sup>2</sup> Subsequent performance data is also taken from California Child Welfare Indicators Project (Q4 2019 and Q4 2020).

### ***P1 – Permanency in 12 months for Children Entering Foster Care***

<b>Priority Outcome Measure or Systemic Factor: P1 – Permanency in 12 months for Children Entering Foster Care</b>	
National Standard	≥ 40.5%
Target Goal	Year 3: >22.2% Year 4: >32.2% Year 5: >42.2%
Baseline Q1 2018	22.2% (6 of 27)
Q4 2019 (Year 1)	8% (2 of 25)
Q 4 2020 (Year 2)	41.2% (7 of 17)
Current Performance Q4 2021 (Year 3)	50% (5 of 10)

This measure is defined as “Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?”

The National Standard for this measure is 40.5%. During the prior reporting period January 1, 2019 to December 31, 2019, Monterey County Probation had 41.2% of all youth in placement exit to permanency which exceeded the National Standard; although the data retrieved from CCWIP for the current performance (Year 3 – 40%) reflects that the National Standard was not met. Upon reviewing internal data, the percentage should be 50% (5 of 10). This erroneous entry was a clerical error, as the placement end reason for one youth should have reflected "Placed with mother no Court" instead of "Child adjudged 601/602." The data has been corrected.

The challenges to achieving permanency in 12 months are primarily:

- Youth having multiple placements, absconding, being discharged for negative behavior, or new probation or law violations;
- The nature of offenses, including sex offenses; and
- Extended Foster Care Services pursuant to AB12 for youth nearing the age of majority.

Efforts from the prior SIP cycle; removal of the placement order for Wraparound services in December of 2019; implementation and increase of CFTs; and reduced caseloads are having a positive effect on this measure. Monterey County Probation is in compliance with all of the federal permanency measures.

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<sup>2</sup> Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu> .

**Systemic Factor: Pre-Placement Prevention and Intervention Services**

<b>Priority Outcome Measure or Systemic Factor: Pre-Placement Prevention and Intervention Services</b>	
National Standard	N/A
Target Goal	Reduce the number of imminent risk youth entering foster care by strengthening preventative services for youth and their families. Year 1 (April 1, 2019 – March 31, 2020): Reduce by 36% Year 2 (April 1, 2020 – March 31, 2021): Reduce by 29% Year 3 (April 1, 2021 – March 31, 2022) Reduce by 21%
April 1, 2019 – March 31, 2020 (Year 1)	35% (5 of 14)
April 1, 2020 – March 31, 2021 (Year 2)	78% (7 of 9)
Current Performance: April 1, 2021 – March 31, 2022	33% (2 of 6)

In an effort to improve outcome measure P1, the Probation department selected to also focus on enhancement of pre-placement prevention and intervention services, including increasing the number of CFTs for youth who are at imminent risk of placement. It is imperative for families to be provided access to targeted services early in the process, to possibly avoid out-of-home placement. The targeted goal was to reduce the number of imminent risk youth entering foster care by one (7%) each fiscal year, and to increase the number of pre-placement CFTs by at least 20%.

During April 1, 2019 through March 31, 2020, a total of 36% (5 of 14) new placement orders came from youth under Probation supervision identified as at imminent risk of entering care. From April 1, 2020 through March 31, 2021, a total of 78% (7 of 9), and during the current reporting period, a total of 33% (2 of 6) new placement orders were for youth identified as at imminent risk. Of the remaining four youth, one was a sex offender, one was Court-ordered and the other two were special circumstances cases staffed with the Probation Services Manager and the Division Director and determined the youth were appropriate for Placement, as recommended by the Probation Officer.

Although Monterey County Probation did not meet the goal set for Year 3 (reduce placement orders to 21%), the most important factor to note is that the absolute number of youth ordered into placement has continued to decrease from 14 to 9, and now 6. This could be attributed to the removal of WRAPAROUND services as a placement order in December of 2019 and the increase in the number of pre-CFTs conducted. In FY 2018-19, a total of 13 pre-CFTs were conducted for ten youth, and in FY 2019-20, 26 pre-CFTs for 17 youth. In FY 2020-21 the number more than doubled with 64 pre-CFTs conducted for 22 youth. Five of the six youth ordered into placement had a Pre-CFT. It should also be noted that from April 1, 2019 through March 31, 2020, a total of 120 youth were identified as imminent risk, and of those, only five (4%) were ordered into placement. The following year, a total of 96 youth were identified as at imminent risk, and only seven (7%) entered care. During the current rating period, a total of 64 youth were identified as imminent risk, and only two (3%) were ordered into placement.

A review of pre-placement case plans for youth who entered foster care reflects that both youth had significant substance abuse issues, mental health needs, school issues (truant, suspensions, behavior, and poor grades), significant family conflict, and inadequate parental supervision. One also had parent(s) involved in the criminal justice system and history of criminal/delinquent behavior. The other was also

physically abused and required specialized sexual offender treatment; the youth was previously hospitalized several times on 5150 holds. This was the first probation youth requiring an additional assessment by a Qualified Individual (QI) pursuant to new mandates under the Family First Prevention Services Act (FFPSA), implemented on October 1, 2021. Pre-CFT meetings were conducted for both at-risk youth. Youth were referred to services aimed to address their needs such as: Children’s Behavioral Health, Drug Court, Juveniles who Sexually Offend Response Team (JSORT), AB3015 Counseling and Therapy, Family Therapy, Strengthening Families and Informed Supervision.

Probation continues to work with System Partners, including Behavioral Health, Department of Social Services, Monterey County Office of Education, and Community Based Organizations (CBO) to improve delivery of services and supports for youth in foster care and at-risk of entering care, consistent with the Integrated Core Practice Model (ICPM). Probation also continues to participate in collaborative meetings, committees, and workgroups, such as Probation Advisory Committee (PAC), Out-of-Home Care Committee, Interagency Leadership Team (ILT), Interagency Placement Committee (IPC), Wraparound meetings, CSEC team, SIP workgroup, and the Families First Prevention Services Act Committee (FFPSA), designed to improve outcomes. Collaboration and partnership is an important component for achieving permanency.

## Status of Strategies

### CHILD WELFARE

Strategy 1 is being struck and the report describing the work completed has been relocated to the Promising Practices section of the SIP.

~~**Strategy 1:** Partner with Housing Authority of Monterey County to maximize housing support for families in Family Reunification and Family Maintenance Programs.~~

- ~~A. Agency will meet with the Housing Authority to refine the referral process between the two agencies. CWS will create/refine the Policy & Procedure between the agencies regarding referrals to the Housing Authority.~~

~~**COMPLETE**~~

- ~~B. Train CWS and Housing Authority staff on the referral process.~~

~~**COMPLETE**~~

- ~~C. Track the number of referrals made to Housing Authority, the number of families placed in suitable and stable housing, and the length of time from referral to placement.~~

~~**COMPLETE**~~

- ~~D. Discuss with CWS staff and Housing Authority staff on a quarterly basis the successes of, and barriers to, the referral process.~~

~~**COMPLETE**~~

- ~~E. Evaluate the progress of the Housing referrals and their impact on P1 Permanency in 12 months.~~

- ~~F. This action step has not yet produced enough data to assess its impact on the County’s P1 performance, so it is rescheduled to January 2023. In addition to the FUP Housing Voucher~~



~~Program, Monterey County is a grantee of the Bringing Families Home (BFH) program. This program was created to reduce the number of families in the child welfare system experience or at risk of homelessness, increase the number of families reunifying, and prevent foster care placement. BFH adds housing related wrap-around supportive services, including rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, hotel and motel vouchers, legal services, and credit repair.~~

~~This action step has been rescheduled to January 2023.~~

**Strategy 2:** Restructure Child & Family Team (CFT) Meetings and Family Finding Process to focus on developing natural supports for families at the Emergency Response phase of the case.

- A. Review and Rewrite the Policies & Procedures for CFTs, Emergency CFTs, and CANs Integration into CFTs ~~and Family Finding process~~ for each phase of an open dependency case.

The first update of the CFT policies and procedures was approved on October 20, 2020 (Attachment 1) and emailed to staff on the same day (Attachment 2).

In May 2021, FCS requested that an IT Analyst run a quality assurance report (Attachment 3) to ensure that all new cases that had been opened since the implementation of the new CFT program directive had a pre-custodial CFT held prior to the opening of the case. IT ran a report comparing new cases in CWS/CMS to CFT data in ETO, which revealed that there were several new cases with no pre-custodial CFT meeting. After further research, we discovered that social workers were not holding CFT meetings prior to opening voluntary family maintenance/reunification cases. The CFT program directive was updated to make it clear that pre-custodial CFT meetings were required prior to opening a voluntary case.

The PD was approved on June 21, 2021 (Attachment 4) and emailed to staff on June 30, 2021 (Attachment 5).

- B. Create & Publish the Child and Family Teaming ~~Handbook~~ Program Directive which includes these written policies & procedures.

The new CFT policies and procedures were published in a Program Directive. The Program Directive was emailed to staff on October 20, 2020 and posted on SharePoint. Directions on where to locate the Program Directive, Roles and Responsibilities Guide, CFT Forms, and Specific Policies were also shared with staff during the all-staff training on October 21, 2020. This information can be found on slide 27 of the CFT Training PowerPoint (Attachment 7).

The CFT Program Directive update was emailed to staff on June 30, 2021 and the updated Program Directive was posted on SharePoint.

- C. Train the Supervisory Team and Social Work Staff on updated and new Child and Family Teaming ~~and Family Finding~~ Policies indicated above.

All FCS staff were trained on the new CFT policy on October 21, 2020. This training was facilitated by the Deputy Director, Program Managers, Management Analyst, Training Supervisor, RSU Social Worker, SW Supervisors, and Social Worker. The PowerPoint of the training can be found in Attachment 7. The list of attendees at the training can be found in Attachment 8.

FCS also provided training regarding the new CFT policy to caregivers and community partners on October 27, 2020. The training was facilitated by Deputy Director Laura Neal and Management

Analyst Chelsea Chacon. The PowerPoint for the training can be found in Attachment 9. A training for Spanish-speaking caregivers was provided by Program Manager Eva Ortiz on the same day. A list of caregivers who registered for the training can be found in Attachment 10.

On February 10, 2021, Management Analyst trained FCS Social Service Aides on how to enter CFT notes into CWS/CMS. The job aid for CWS/CMS data entry can be found in Attachment 11.

This CFT training material is offered as a part of induction training to new staff. The training is posted on SharePoint for all staff to access. Ongoing coaching is provided by the SWS to the SW ahead of scheduled CFT meetings, in order to provide ongoing coaching to staff.

D. Implement ongoing coaching for CWS staff on new/restructured policy implementation for CFTs ~~and Family Finding.~~

Bay Area Academy trainer Stephanie Nieto Johnson trained all facilitators from Seneca Family of Agencies and FCS on the new CFT facilitation curriculum developed specifically for Monterey County. The training consisted of six days of virtual training that occurred in October 2020. Stephanie also provided individual shadowing and monthly facilitator coaching sessions through January 2021. In addition, FCS managers attended CFT meetings, with permission from the families, to observe and ensure the roles and responsibilities of all participants were aligning with the guidance in the program directive. CFT debrief meetings with staff, Seneca, and management were held to discuss observations. These meetings were held monthly through October 2021. The observation tool can be found in Attachment 12.

Since this initial coaching period, Monterey County has continued to monitor CFT fidelity and provided coaching by:

- Meeting monthly with Seneca, the agency providing facilitators
- SW Supervisors attend CFT meetings
- Supervisors coach SWs ahead of CFT meetings
- New staff watch the CFT Training (recorded October 2020)
- New staff attend CFTs when shadowing SWs

E. Develop data methodologies and data tracking tools for continuing assessment of CFT ~~& Family Finding~~ restructure and its impact to: rates of entry, P1, number of placement changes in the first three months, and relative/non related extended family member placements. ~~Data will be tracked/updated on a quarterly basis.~~

**COMPLETE AND ONGOING**

Since the CFT reset in November 2020, the information gathered from CFT meetings is entered in ETO by the facilitators from Seneca. ETO allows the senior management analyst in charge of the CFT contract to monitor contract performance.

Notes taken in CFT meetings are entered by social service aides into CWS/CMS. The link between Safe Measures and CWS/CMS provides another data source to monitor.

F. Training for ~~SW~~ Program Managers and SWS on data tracking tools and best practice for use of the ~~tools and data~~ during supervision.

On September 25, 2020, FCS and Seneca facilitators were trained on entering data into ETO. As there are a minimal number of logins available for ETO, and they are all used by CFT facilitators and ILP staff, it is not feasible to train social workers and supervisors on ETO. SW and SWS do not enter data into ETO, so there is no identified need for them to be trained.

FCS reviews data with program managers and the contractor during monthly meetings. This is an opportunity to discuss data entry cleanup and trends.

FCS analysts will provide CFT data and analysis to program managers and supervisors during monthly supervisor meetings. These reports are made available to supervisors who can share during unit meetings or supervision. Supervisors can also reach out if they need data regarding specific staff or families.

- G. Integrate findings & discussion from CFTs & ~~Family Finding~~ data into agency collaborative meetings (i.e., Unit Meetings, Agency meetings, etc.)
  - This data is presented three times per year during all-staff meetings.
  - Presented CFT at All-Staff Meetings:
    - October 28, 2021 – PowerPoint Attachment 13
    - February 10, 2022 – PowerPoint Attachment 14
    - June 9, 2022 – PowerPoint Attachment 15
- H. Evaluate the quantitative and qualitative data findings gathered through the data tracking tools and the discussions with staff.

QUANTITATIVE DATA

Number of CFT meetings:

11/01/20-8/31/21 (from CFT relaunch to end of the reporting period for Year 2)

Meeting type?	Meeting Count	Percentage:
Not Specified	19	4.57%
Permanency Decision	271	65.14%
Placement Stability	45	10.82%
Pre-Custodial	81	19.47%
<b>Sum:</b>	<b>416</b>	
	<b>Percentage:</b>	<b>100.00%</b>

9/01/21-9/01/22

Meeting type?	Meeting Count	Percentage:
Not Specified	2	0.30%
Permanency Decision	476	71.15%
Placement Stability	52	7.77%
Pre-Custodial	139	20.78%
<b>Sum:</b>	<b>669</b>	
	<b>Percentage:</b>	<b>100.00%</b>

The aggregate data for the number of CFT meetings held over time has been utilized to monitor contractual agreement for CFT facilitation.

Pre-Custodial Meeting Outcome

11/01/20-8/31/21

Meeting type?	Was the meeting cancelled?	Pre-Custodial CFT	Meeting Count	Percentage:
Pre-Custodial	No	Child remains with parent (safety plan)	5	6.02%
Pre-Custodial	No	Court	25	30.12%
Pre-Custodial	No	Informal Arrangement	4	4.82%
Pre-Custodial	No	Legal Guardianship	3	3.61%
Pre-Custodial	No	Other	9	10.84%
Pre-Custodial	No	VFM	34	40.96%
Pre-Custodial	No	VFR	1	1.20%
Pre-Custodial	No		2	2.41%
			<b>83</b>	
			<b>Percentage:</b>	<b>100.00%</b>

9/01/21-9/01/22

Meeting type?	Was the meeting cancelled?	Pre-Custodial CFT	Meeting Count	Percentage:
Pre-Custodial	No	Child remains with parent (safety plan)	14	10.00%
Pre-Custodial	No	Court	51	36.43%
Pre-Custodial	No	Informal Arrangement	2	1.43%
Pre-Custodial	No	Legal Guardianship	16	11.43%
Pre-Custodial	No	Other	9	6.43%
Pre-Custodial	No	VFM	47	33.57%
Pre-Custodial	No	VFR	1	0.71%
			<b>140</b>	
			<b>Percentage:</b>	<b>100.00%</b>

The data regarding pre-custodial CFT outcomes demonstrates the County’s efforts to prevent children from entering the foster care system by providing services in the home to keep children safe or allowing families to decide alternative care. Since the implementation of the pre-custodial CFT meetings, only 34% of all CFT meetings have resulted in the child being removed and filing a

petition in court. The pre-custodial CFT meetings allow an opportunity for families to come together to develop a plan as an alternative to foster care in order to keep children safe.

### Permanency Decision Meeting Outcome

11/01/20-8/31/21

Meeting type?	Was the meeting cancelled?	Permanency Decision	Meeting Count	Percentage:
Permanency Decision	No	Adoption	88	31.88%
Permanency Decision	No	Alternate Planned Permanent Living Arrangement (APPLA)	15	5.43%
Permanency Decision	No	Continuation of FR	62	22.46%
Permanency Decision	No	Legal Guardianship	17	6.16%
Permanency Decision	No	NMD Case	24	8.70%
Permanency Decision	No	Remain with Parent(s)	24	8.70%
Permanency Decision	No	Reunification	14	5.07%
Permanency Decision	No	Termination of FR	23	8.33%
Permanency Decision	No		9	3.26%
			276	
			Percentage:	100.00%

9/01/21-9/01/22

Meeting type?	Was the meeting cancelled?	Permanency Decision	Meeting Count	Percentage:
Permanency Decision	No	Adoption	56	11.69%
Permanency Decision	No	Alternate Planned Permanent Living Arrangement (APPLA)	55	11.48%
Permanency Decision	No	Continuation of Adoption	37	7.72%
Permanency Decision	No	Continuation of FR	113	23.59%
Permanency Decision	No	Legal Guardianship	16	3.34%
Permanency Decision	No	NMD Case	81	16.91%
Permanency Decision	No	Remain with Parent(s)	86	17.95%
Permanency Decision	No	Reunification	11	2.30%
Permanency Decision	No	Termination of FR	18	3.76%
Permanency Decision	No		6	1.25%
			479	
			Percentage:	100.00%

The implementation of the new CFT data tracking made it clear that FCS was not holding CFT meetings consistently for youth in APPLA and NMDs. Since the implementation of the new CFT policy, there has been a significant increase in the number of CFT meetings for youth in an APPLA and NMD cases.

The Permanency Decision Meeting Outcomes demonstrates that the majority of the CFT meetings being held for ongoing services are in family reunification. This demonstrates the County's efforts monitor whether we are providing reasonable services to families during the reunification process and the importance of the family's input in the decision to reunify.

### Placement Stability Meeting Outcome

11/01/20-8/31/21

Meeting type?	Was the meeting cancelled?	Placement Change	Placement Stability - Placement Preserved?	Meeting Count	Percentage:
Placement Stability	No	Change to a less restrictive placement	No	8	17.39%
Placement Stability	No	Change to a less restrictive placement	Yes	1	2.17%
Placement Stability	No	Change to a less restrictive placement		4	8.70%
Placement Stability	No	Change to a more restrictive placement	No	7	15.22%
Placement Stability	No	Change to same level placement	No	3	6.52%
Placement Stability	No	Remain in current placement	Yes	3	6.52%
Placement Stability	No	Remain in current placement		4	8.70%
Placement Stability	No		No	5	10.87%
Placement Stability	No		Yes	10	21.74%
Placement Stability	No			1	2.17%
				46	
				Percentage:	100.00%

9/01/21-9/01/22

Meeting type?	Was the meeting cancelled?	Placement Change	Placement Stability - Placement Preserved?	Meeting Count	Percentage:
Placement Stability	No	Change to a less restrictive placement	No	3	5.77%
Placement Stability	No	Change to a more restrictive placement	No	9	17.31%
Placement Stability	No	Change to same level placement	No	26	50.00%
Placement Stability	No	Remain in current placement	No	1	1.92%
Placement Stability	No	Remain in current placement	Yes	12	23.08%
Placement Stability	No	Remain in current placement		1	1.92%
				52	
				Percentage:	100.00%

The Placement Stability CFT Outcome data showed us in the first year that the data entry needed to be cleaned up. Seneca facilitators worked hard to ensure the outcomes were input correctly. This data shows that the majority of Placement Stability CFT meetings result in the placement not being preserved. The goal is to see the percentage of placement preservation increase over time.

#### Other Family Members at Pre-Custodial CFT Meetings

11/01/20-8/31/21

Other Family	Meeting Count	Percentage:
0	29	35.37%
1	18	21.95%
12	1	1.22%
2	17	20.73%
3	11	13.41%
4	3	3.66%
5	1	1.22%
6	1	1.22%
8	1	1.22%
<b>Sum:</b>	<b>82</b>	

9/01/21-9/01/22

Other Family	Meeting Count	Percentage:
0	41	29.29%
1	33	23.57%
13	1	0.71%
2	27	19.29%
3	21	15.00%
4	12	8.57%
5	5	3.57%
<b>Sum:</b>	<b>140</b>	

This data shows an increase in the number of meetings that have family members present from the prior reporting period. This data allows us to measure the number of family members who are invited to CFT meetings at the onset over time. The goal is to see the percentage of meetings with 0 family members decrease and the overall number of family members increase.

Other Family Members at Permanency Decision CFT Meetings

11/01/20-8/31/21

Other Family	Meeting Count	Percentage:
0	201	74.17%
1	45	16.61%
2	17	6.27%
3	5	1.85%
4	2	0.74%
5	1	0.37%
<b>Sum:</b>	<b>271</b>	

9/01/21-9/01/22

Other Family	Meeting Count	Percentage:
0	357	75.00%
1	74	15.55%
2	30	6.30%
3	6	1.26%
4	7	1.47%
5	1	0.21%
6	1	0.21%
<b>Sum:</b>	<b>476</b>	

The data shows that that 75% of Permanency Decision CFT meetings have no family members present. This data demonstrates that it is not just important to build the family's network at the beginning of a case but develop strategies to keep families engaged throughout the life of the case. FCS will be able to utilize this data to inform family finding and engagement efforts.

Monterey County created polls in Survey Monkey that are available to be completed by all CFT participants. Here is a summary of the most common participant responses from September 1, 2021 to September 1, 2022:

QUALITATIVE DATA:

Qualitative feedback about what is working well:

- Support
- Facilitator intervention and flow of meeting
- Spanish translation – held in family's language
- Listening, encouragement, and communication
- Team decision making
- Youth voice – participants have a voice
- All were respected
- Common goal
- Discussion of needs

Qualitative feedback about areas in need of improvement:

- Length of meeting
- Email regarding expectations and goals of meeting
- Status of action items from previous meeting
- More transparency
- Notes
- Preparedness

A full printout of the Survey Monkey data can be found in Attachment 16.

~~Child Welfare Director Designated Analyst reports out on a quarterly every other month to staff the impacts of these policy/practice changes to CFTs and Family Finding.~~

We request the deletion of this action step because it duplicates Action Step G.

**Strategy 3:** Develop and Implement a Continuous Quality Improvement (CQI) Process.

- A. (Revised to align with CAP) Introduce data statistics related to State and Federal Outcomes to intake and ER staff three times per year at the all-staff meetings. Familiarity with regularly tracked data outcomes and the basics of measure compliance has built a necessary foundation for staff to understand the principles and purpose of continuous quality improvement. In addition,



understanding measure outcomes has helped intake and ER staff understand how their daily work tasks relate to County performance in State and Federal Measures.

## COMPLETE

This action step is modified to focus on intake and ER staff to align our SIP with our CAP for the remainder of the C-CFSR cycle. The action step narrative can be found in Year 1 and Year 2 Annual SIP Progress reports.

The data dashboard described in the Year 1 and Year 2 reports was completed in December 2021. The dashboard can be viewed here: <https://sites.google.com/view/fcsdatadashboard/cfsr>

- ~~B. Increase the number of Federal Case Reviews completed to 15 per quarter, with the aim of moving closer to achieving the state identified goal of 70 cases per year.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

CDSS required every county in California to develop an Improvement and Sustainability Plan by September 16, 2022. This plan asks each county to identify strengths and challenges for two areas: one, the quantity of cases reviewed and two, the quality of case ratings. The plan developed by Monterey County is attached to this report (Attachment 17).

- ~~C. Integration of Core Practice Model (CPM) Language in service provider contracts to ensure that all providers who interact with Child Welfare involved families are utilizing CPM while engaging with families and increasing the use of CFTs. This is necessary, as CPM sets the practice foundation for Child Welfare work and will be the foundation of CQI as a whole. This would include using language in the scope of services that requires service providers to use enhanced engagement behaviors when working with families, including using a strength based approach, using trauma informed approaches to talking to children, youth, and families, supporting families' capacity to advocate for themselves, and accommodating meeting times to fit the needs of the child, youth, and family (i.e., utilizing times and locations that are convenient and comfortable for families).~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

Monterey County has worked since March 2022 with our System of Care (AB2083) partners to develop implementation plans for ICPM for each agency. In October and November 2022 and February 2023, Bay Area Academy trainer William Nguyen led trainings on the importance of ICPM and System of Care partner participation. Implementation of ICPM for all five agencies is scheduled to be completed in March 2023.

- D. (Revised to align with CAP) Utilize the CAP Leadership team to draft and finalize a CQI Written Protocol that will address the policy/practice tasks required by the Corrective Action Plan (CAP).

We initially plan to use the CQI Written Protocol supplied by ACIN I-28-19-ES and make changes as needed moving forward through the tasks described within the CAP.

We have identified the following areas from the CAP that specifically request that Monterey County create a CQI protocol to address the issues identified by CDSS. Sections 1, 2, 3, 4, and 5 of the CAP require an ongoing CQI process to review policy/practice. Many of the CAP items involve completion according to 3-, 6-, 12- and 18-month schedules. The adoption of a CQI protocol is scheduled to be completed by May 30, 2023.

This action step is rescheduled to be completed June 2023.

- E. (Revised to align with the CAP) Implement CQI Written Protocol beginning with intake and ER staff, including training and initial implementation oversight, specifically in the policy/practice revisions identified in the CAP.

This action step is modified to focus on intake and ER staff to align our SIP with our CAP for the remainder of the C-CFSR cycle.

For each of the changes to policy/practice in the CAP, CQI principles should be employed. The use of CQI implementation principles will ensure that: the problem is properly defined (who and what), underlying conditions are understood (why), a solution and plan is identified (how), action is taken to implement the solution, and finally, the solution is tested and revised as needed.

Once Action Step D is complete, a training plan will need to be developed to instruct the CAP Leadership team, intake, and ER staff about CQI principles. Providing a shared language for change will build sustainable solutions that will improve policy/practice. Using the CAP to focus the application of CQI principles to intake and ER initially will allow Monterey County to complete a small scale rollout before attempting an agency wide rollout in the future.

This action step is rescheduled to be completed November 2023 in alignment with the CAP timelines.

- F. (Revised to align with the CAP) Work with identified Stakeholders (i.e., agency partners, community partners, service providers, and contractors) to share policy/practice revisions in the CAP relating to mandated reporters and SCARs.

In Section 3, Item 5 of the CAP, Monterey County agrees to modify the processes of how SCARs are submitted, reviewed, and assigned timely. These steps include: peer to peer collaboration with another County (estimate completion November 2023 and ongoing), providing a hyperlink for mandated reporters on how and when to report on the county's website (completed February 2023), and relationship building with law enforcement, school districts and county hospitals (estimate completion November 2023 and ongoing).

- ~~G. Utilize CQI Protocol to develop and implement a local process for case review/audits. This will be an internal case review/audit process and not related to the Federal Case Review Process.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

- H. (Revised to align with the CAP) Using the CAP policy/practice changes, including CQI processes, to begin measuring fidelity to policy/practice by intake and ER workers.

The CAP's Section 3, Intake and Screening, describes several areas to revise policy/practice, beginning with better integrating Structured Decision Making (SDM) into policies and procedures. One of the fidelity assessment steps involves the ER PM reviewing referrals in CWS/CMS each month. SDM will also be added to our annual training plan with trainings scheduled for staff, including additional TA from Evident Change.

Section 3 also requires updating existing policy and procedure handbooks for intake to reflect the major changes in the CAP. These revisions will require training for supervisors and social workers about consistency in practice. This initial revision is complete as of February 2023 with distribution

to intake and ER staff to follow. The final version of these policies and procedures are scheduled for completion between November 2023 and May 2024.

- I. (Revised to align with the CAP) As policy/practice changes are completed according to the CAP timeline we will begin scheduling staff and stakeholder focus groups and surveys as a method of receiving feedback on changes.
- J. (Revised to align with the CAP) As surveys and focus groups are completed the results will be presented to management and staff at a meeting.

**Strategy 4:** Create a department-wide plan to retain qualified staff and reduce staffing turnover, which includes: Onboarding, ~~Opportunities for Mentorship, and Addressing Secondary Trauma amongst staff.~~

- A. On a quarterly basis, discuss staffing needs, vacancies/LOAs, retention challenges, and reasons for staff resigning or leaving a position (i.e., retirement, promotion, resignation, acceptance of job offers in other agencies/departments) at Management meetings.

#### **COMPLETE AND ONGOING**

As reported in the Year 1 and Year 2 Annual Progress Report, staffing needs were added as a standing agenda item to the weekly management meeting. This weekly meeting was not the only opportunity for discussion of staffing/personnel needs afforded the management team. The Deputy Director and Program Managers included this topic in their weekly supervision together.

No update was provided in the Year 3 Annual Progress Report, as this action item had transitioned into a regular part of practice for the management team. Like many human service agencies, staffing needs and staff retention has significantly impacted staff at every level. No longer is this discussion limited to quarterly discussions during the management team meetings but takes place frequently in meetings at all levels within the organization.

Efforts Monterey County has undertaken to address recruitment and retention, include:

- Staff bonus for referrals of new employees
- New staff sign on bonus
- Program Managers recruiting at Title IV-E Job Fairs
- Leading sessions to educate DSS staff about using Title IV-E to pursue their MSW
- Exploring offering clinical supervision opportunities for existing SWs to become licensed (LCSW)
- Base wage studies and accompanying increases to wages for SWs and SWS

- ~~B. Develop strategies to provide professional growth opportunities for staff who aspire to be promoted, as well as an information mechanism for delivering this information to staff. Professional growth may include opportunities to work on internal projects, training/conference attendance, mentoring, etc.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

As described in the Year 1 and Year 2 Annual Progress Report, this action step was scaled back as a result of the workload staff was carrying. Initially, no reduction in inviting staff members to

participate in work groups, process mapping, etc. was made during 2020 and the first six months of 2021. In June 2021, after receiving feedback about how overwhelmed our staff was feeling with many competing requests for their time and effort, the management team attempted to refocus these requests to reduce the impact on staff morale.

Monterey County Department of Social Services as a whole offers a staff mentorship program and enrolls a new cohort (mentors and mentees) each year. The purpose of this mentoring program is to:

- a. Build professional awareness, skills, and relationships across DSS Branches
- b. Participate in succession planning.
- c. Share professional knowledge.
- d. Gain fresh perspectives.
- e. Expand networks.
- f. Develop leadership and management skills.

~~C. Recruit amongst high level SW staff interested in providing mentorship for new social workers. Training for Supervisory Team and Identified Mentors on new staff onboarding process and policies, and implementation plan.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

The intention of this action step was to create a “lead worker” position that would have a pay differential, reduced caseload and specific job description as opposed to an informal ad-hoc structure of mentorship. The Deputy Director and Program Managers met with union representatives to discuss the creation of a lead worker position, identified candidates to serve as lead workers, and ascertained the willingness of those candidates to serve.

This effort stalled as a result of being unable to reach an agreement with union representatives about a pay differential and creation of the designation of “lead worker.”

~~D. Work with Human Resources to create and implement an agency specific exit interview process for staff leaving in order to glean information as to reasons for staff exits.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

DSS Human Resources offers an exit interview for all staff leaving the agency. We had planned to draft a child welfare worker specific exit interview to identify the issues that are driving turnover. This effort will remain deferred until after the CAP is completed.

E. (Revised to align with the CAP) Begin assessment of current training plans and brainstorm a new standardized process of training staff to include: learning tools; caseload management tools; utilization of training (both in person and online learning) and 1:1 coaching; and mentorship.

As described in the Year 1 and Year 2 Annual Progress Report this action step is complete. Creating onboarding training was identified in Monterey County’s 2018 Peer Review process as an area of need in order to recruit and retain staff. Creating a standardized onboarding process was in addition to existing ongoing staff training efforts.

After developing the CAP in collaboration with CDSS, this induction process was reassessed to provide new staff with training focused on the ER program. The induction training will need additional revision to focus on the topics listed in the CAP. For existing intake and ER staff, supervisors and management, the CAP identifies the following areas for training:

- Penal Code Requirements for SCARs
  - CDSS' MPP Intake Requirements
  - Structured Decision Making
  - Safe Measures
  - Standards for Evaluating Out Referrals
- F. (Revised to align with the CAP) Develop staff handbooks for SWs and SWS in order to standardize learning processes and expectations for all staff. Handbooks should include guidance tools for specific tasks in each service component area, expectations for all staff and information on what staff can expect from leadership, a training matrix and expected time frames for completion on SW trainings, and caseload management tools.

The CAP requires the revision or creation of handbooks for delineating the changes in policy and procedure, including:

- Internal Record Retention and Maintenance Policy
- Processes for SWs to import documents to CWS/CMS
- Integration of Structured Decision Making
- Intake Policies and Procedures
- Processing SCARs from submission to assignment
- Timely closure of ER referrals
- Documenting Investigations
- Regular Supervision of Intake SWs by SWS
- Reassigning/Distributing Caseloads for departing/on leave SWs
- ICWA
- Safety Plans
- CANS

The timeline for completion of each of these areas is included in the CAP and are scheduled for completion by February 2023 to May 2024.

~~G. Develop self-care practices and secondary trauma trainings/support for all staff.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

Monterey County identified secondary trauma as an area to be addressed during the Peer Review process during our CSA. We will continue to offer secondary trauma training to staff on a regular basis.

~~H. Implementation of Staff Mentorship program.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

This action step is linked to Action Steps B and C, which are struck from the SIP.

~~I. Implementation of Exit Interview Process.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

This action step is linked to Action Step D, which is struck from the SIP.

J. (Revised to align with the CAP) Implementation of ER and Intake staff training schedule and tracking.

Please see Monterey County 2022 Corrective Action Plan

~~K. Implement Secondary Trauma trainings for Staff.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

This action step is linked to Action Step G, which is struck from the SIP.

~~L. Develop and implement annual staff satisfaction surveys for Social Work, Supervisory, and Support Staff which include feedback on Staff Mentorship Program, Exits reasons, Onboarding process, and Secondary Trauma.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

Monterey County will continue to survey staff about job satisfaction outside the SIP.

~~M. Incorporated feedback from Annual Staff Satisfaction Surveys into Department CQI process CPM Values.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

Monterey County will continue to use staff survey results to inform policy and practice outside the SIP.

~~N. Develop and implement an ongoing fidelity assessment for the new staff onboarding process to ensure it is updated and refreshed as needed.~~

This action step is being struck to align our SIP with our CAP for the remainder of the C-CFSR cycle.

Ongoing fidelity assessment of the staff onboarding process and training for existing staff is included in the CAP finalized November 2022. The CAP includes a process for providing regular reviews of training needs for intake and ER staff.

## PROBATION

**Strategy 1:** Strengthen the process for youth who are at imminent risk of removal, to evaluate/identify Family Finding, Placement supports, and services in order to promote timely permanency.

- A. Revise current policy and procedures to identify needs of imminent-risk youth and their families to ensure the timeliness of Family Finding services, and identify appropriate placement supports/services.

Practices to identify family needs, support services, and family findings have improved through the increased use of CFTs and Pre-CFTs, and Wraparound Fidelity program operated by Seneca Family of Agencies. Probation revised the current policies and procedures, specifically for CFT and Interagency Placement Committee (IPC), to identify needs of at-risk youth early in the process and initiate Family Finding efforts. Refresher trainings for Probation Officers on case planning and assessment tools were delayed due to COVID-19. Officers have completed training and are now using a new YASI assessment tool to identify each youth's needs and strengths. In addition, Probation is currently working with DSS on ICPM training. During the last period, a local MOU pursuant to AB 2083 requirements was implemented, to ensure youth and their families are provided services in an integrated, comprehensive, culturally sensitive method. In March 2021, Probation participated in the Micro-Targeted Digital Resource Family Recruitment Opportunity pilot project offered by CDSS in partnership with Daley Solutions to help recruit interested families/resource parents using digital ads. Interested individuals were directed to the Department of Social Services RFA Unit.

This Action Step is scheduled to be completed March 2022.

**COMPLETE**

- B. Incorporate Family Finding and CANS assessments at CFTs.

**COMPLETE**

Seneca Family of Agencies is contracted to train CFTs and CANS are administered by Children's Behavioral Health and are incorporated into the CFT process.

- C. Train Probation Officers on how to utilize Thompson Reuters' CLEAR system to locate family members, along with CARES-Snapshot.

**COMPLETE**

On October 1, 2020, the Juvenile Division Director, along with the PSM, two Probation Officers, one Probation Aide, and one Management Analyst completed training provided by Thompson Reuters on the CLEAR system to locate family members. Placement support staff who have access to the CARES-Snapshot system have also been assisting with these efforts, as requested by officers.

- D. Initiate Family Finding Efforts prior to placement and ongoing throughout the case at every status review hearing.

Probation Officers are required to initiate the pre-CFT process, including Family Finding efforts, after a youth is determined to be at imminent risk of removal into foster care. Family Finding efforts are addressed at every status review hearing and ongoing. Additionally, Probation has access to the CLEAR system to assist with these efforts.

**This Action Step has been rescheduled to be completed in September 2023.**

- E. Identify the Strengths and Needs of the family prior to placement and at every status review hearing.

Probation officers are required to promptly identify strengths and needs of at-risk youth and their families during the case planning process, to ensure they are provided targeted services aimed to

preserve their families, or to ensure youth are being placed at appropriate STRTP facilities. The strengths and needs of the family are addressed at every status review hearing and ongoing. The Strengths and Needs Assessment is being completed through the YASI which is integrated into the ongoing work with the youth to create case plans, set youth and family goals, and CFTs. YASI training was completed January 27, 2022.

**COMPLETE**

- F. Develop methods to monitor and track services (i.e., family therapy, Behavioral Health programs, Substance Abuse programs, etc.).

Probation has established monthly meetings with Behavioral Health staff to discuss status and progress of cases, to better coordinate and provide timely access to services. Regular meetings have resumed with a robust focus on, and increased commitment to, identifying appropriate STRTPs. In addition, each case is staffed every six months with the IPC to ensure that placements continue to meet the needs of the youth.

**COMPLETE**

- G. Train Probation Officers on how to utilize a new tracking system to monitor progress of STRTP programs and services.

Probation is working on a contract with Tyler Technologies for a new case management system, which has also been delayed due to COVID-19. It is hoped that STRTP programs and services can be tracked in the new case management system.

**This Action is scheduled to be completed September 2023.**

- H. Coordinate efforts with service providers to increase resources for families.

In October 2019, DSS allocated funding for two years for Probation to facilitate family visits in an effort to improve outcomes. This particular allocation ended in 2021, but placement families continue to be served by Seneca. Through a contract with Seneca, families may access funding for other services as determined by the CFT.

**COMPLETE**

- I. Evaluate the effectiveness of the Strategy and identify the Strengths and Barriers of the Strategy and services given to youth and families.

Probation will develop a system to evaluate the strategy's action steps listed above on an annual basis with staff. This SIP progress report will be presented to staff.

**This Action is scheduled to be completed by September 2023.**

**Strategy 2:** Increase the number of CFTs for youth who are at imminent risk of placement.

- A. Review current procedures for tracking and monitoring pre-placement CFTs and modify as needed.

In addition to the Probation Aide tracking the pre-CFTs on an Excel spreadsheet and officers entering them in the Smart Probation Case Management system, a Management Analyst (MA) is now running pre-CFT reports on a quarterly basis for comparison with the reports provided by



Seneca Family of Agencies to ensure all are captured. The MA notifies the unit supervisor if there are any discrepancies with the data. This appears to be functioning as the number of missing pre-CFTs has been decreasing. Probation will continue to work on efforts to ensure officers initiate the pre-CFT after a youth is determined to be at-risk.

**Completed**

- B. Train non-Placement Probation Officer staff about community-based resources to ensure culturally sensitive/appropriate CFT meetings to youth and their families.

**Due to the impacts of COVID-19, this Action Step has been rescheduled to be completed in September 2023.**

- C. Train Unit lead officers on CFT facilitation to serve as in-house facilitators in the event the contract provider is unavailable.

**Due to the impacts of COVID-19, this Action Step has been rescheduled to be completed in September 2023.**

- D. Facilitate preventative CFTs in all parts of the county and not just one centralized location.

Due to the impacts of COVID-19, this Action Step had been rescheduled to be completed in March 2024. Due to the pandemic, Juvenile Probation has used more technology for virtual CFT meetings and most are being held from a home location. For families without technology, Seneca staff goes to their home to set up and facilitate the CFT. This has been completed early with the use of technology.

**Completed**

- E. Track the number of CFTs for youth who are at imminent risk for placement.

As referenced above, the process for capturing pre-CTFs data has improved.

**Completed**

- F. Evaluate the Strategy to determine if strategy is effective in preventing out-of-home placement.

**This Action Step is scheduled to begin by September 2023**

## **Obstacles and Barriers to Future Implementation**

### **CHILD WELFARE**

In July 2022, issues relating to Monterey County FCS intake and ER processes came under review by CDSS. This review became a formal Corrective Action Plan (CAP), which was approved November 30, 2022. The System Improvement Plan linked to the results of our County Self-Assessment (CSA) has subsequently undergone extensive revisions to align with the priorities of the CAP. It is unclear how this shift in focus will impact our P1 – Permanency in 12 months numbers for the final year of our CSA cycle.

The ongoing efforts to improve outcomes for children, youth and families compete with Monterey County’s fluctuating capacity levels. We continue to struggle with a high number of vacancies and multiple leaves of absence.

Below is a non-exhaustive list of some of the outside influences FCS has faced in 2021-22:

- The Great Resignation
- Lack of access to affordable housing for families and staff
- Wait lists to access services for clients and families, especially substance use disorder treatment
- Difficulty retaining social work staff

In speaking with staff, the concerns and barriers we hear most consistently are as follows:

- The lack of communication between management and social work staff causes anxiety and confusion.
- The volume of documentation requirements
- The volume of forms required to access resources
- The volume of changes and initiatives happening in such a short time period
- The need to improve resources for social work staff, including e-friendly forms and a reorganization of SharePoint.
- The need for improved transparency regarding upcoming changes and policies

Our management team makes great efforts to address these concerns as they arise, and to plan for how best to create sustainable and permanent solutions moving forward, so that as change continues, staff are more equipped to embrace the change.

## **PROBATION**

Although the population of youth in placement has significantly decreased in recent years due to a number of factors, including significant cultural change within Juvenile Probation and the implementation of statewide continuum of care reform (CCR), at risk youth with serious mental health and behavioral problems will continue to be the responsibility of Juvenile Probation. The number of these youth including cross-over youth will vary year by year, largely independent of the efforts of Juvenile Probation, law enforcement, or the Courts. Through careful assessment of each youth's needs, providing the most appropriate and meaningful services, and working with families to strengthen support systems will continue, and only those youth with the greatest needs will be placed out of the home.

## **Promising Practices and Other Successes**

### **CHILD WELFARE**

For most every challenge facing Child Welfare, there are almost an equal number of successes, and this past year is no exception. We have successfully implemented a number of state-mandated and sponsored initiatives and reached numerous locally identified goals including:

- Transitioned into a hybrid work model, with two days of in-office work required, which fits staff preferences.
- More than doubled promising practice evidence-based parent education classes via Parents as Teachers and CONNECT.
- 50.5% of siblings are placed with all siblings; 18.9% of siblings are placed with some siblings.

- Reunified or established legal guardianships for 164 children.
- 84 children were adopted.

### **Partnership with Housing Authority**

FCS has successfully partnered with the Housing Authority of Monterey County to maximize housing support for families in Family Reunification and Family Maintenance Programs. Affordable housing has been a chronic issue in Monterey County for many years.

The root causes of inadequate housing in Monterey County are supply, cost, and quality. High demand generates a lack of inventory. Two groups can afford most housing – wealthy families and military families. Both drive up the cost of housing. Landlords adjust their rent accordingly. This prices nonmilitary and low-income families out of the market. Affordable housing is often in rural areas with less supporting infrastructure, shopping, and other services.

In February 2020, the County FCS began regular communication with the Housing Authority for status updates and collaboration. Through monthly meetings from September 2020 through December 2020, the County and the Housing Authority worked together to create a new referral process and referral tracking sheet. The Housing Authority began using the new tracking sheet in January 2021 and reports findings to the County during monthly meetings.

Through utilization of the new tracking tool, it was discovered that the County had been underutilizing housing vouchers. All CW families do not receive housing referrals, only those families where housing support is needed to address a safety issue and achieve permanency. Additionally, if a child welfare case has been closed, the Housing Authority can now transfer the family to a new type of voucher if the family has secured housing. All CW families are now able to access Housing Assistance Program or HAP vouchers to help subsidize their rent.

In the first half of 2021, the Housing Authority provided training to their staff, CWS, and partner agencies on the new referral policy and procedures for referrals and applications. They also reviewed and refined the referral packet.

In addition to the Family Unification Partnership (FUP) Housing Voucher Program, Monterey County is a grantee of the Bringing Families Home (BFH) program. This program was created to reduce the number of families in the child welfare system experiencing or at risk of homelessness, increase the number of families reunifying, and prevent foster care placement. BFH adds housing related wrap-around supportive services, including rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, hotel and motel vouchers, legal services, and credit repair.

### **PROBATION**

In recent years, Juvenile Probation has adopted and implemented practice and culture changes which have directly impacted performance on permanency outcomes. The focus in assessing each youth is on dependency related issues rather than delinquency issues as the motivation for behaviors. The change in focus has helped the Placement Unit refine the criteria for recommending placement to the court. Through this change in practice and culture, the number of youth ultimately remanded from among those considered at “imminent risk” has dramatically decreased in recent years. Involving families more at first contact through CFTs has enabled a more accurate and comprehensive assessment of the capacity of the family to utilize services and help their child overcome personal obstacles that may have led to delinquent behavior. Through the emphasis on prevention and setting expectations for early return home from

placement (six months), the number of youth in placement continues to decline and placement officers are able to focus more effectively on ensuring that placements are meeting the individualized needs of each youth.

## Outcome Measures Not Meeting State/National Standards

For the purpose of this report, all data is taken from California Child Welfare Indicators Project (Q4 2020, Q4 2021).<sup>3</sup>

### CHILD WELFARE

#### 2B – Referrals by Time to Investigation

Priority Outcome Measure or Systemic Factor: 2B – Referrals by Time to Investigation	
National Standard	<90%
Q4 2019 (Year 1)	10-Day: 72.9%
Q4 2020 (Year 2)	10-Day: 66.7% Immediate Response: 86.5%
Current Performance Q4 2021 (Year 3)	10-Day: 79.5% Immediate Response: 89.3%

This measure is defined as “the number of child abuse and neglect referrals that require, and then receive, an in-person investigation within the time frame specified by the referral response type. Referrals with status “attempted” or “completed” are included in the numerator. Referrals are classified as either immediate response (within 24 hrs.) or 10-day response.”

The National Standard for this measure is 90%. During the reporting period October 1, 2021 to December 31, 2021, Monterey County achieved timely 10-day responses for 79% of referrals. This is below, that is not meeting, the National Standard. During the same reporting period, the County achieved timely responses for 89.3% of immediate referrals. Both of these are below the expected national standard, though response compliance for both categories significantly improved over the previous reporting period. The ten-day response times improved nearly 13 points over last year’s numbers. Immediate referral response time is .7% away from the national standard. This is a result of continuing staffing struggles.

#### 2F – Timely Monthly Caseworker Visits (Out of Home)

Priority Outcome Measure or Systemic Factor: 2F – Timely Monthly Caseworker Visits (Out of Home)	
National Standard	95%
Q4 2020 (Year 2)	92.4%
Current Performance 2020 Q4 (Year 3)	92.5%

<sup>3</sup> Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

The data is defined as “the percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once.”

The National Standard for this measure is 95%. This data is not yet updated in CCWIP for 2021, so this is last year’s data. During the reporting period, January 1, 2020 to December 31, 2020, Monterey County achieved timely caseworker visits on 92.5% of cases, not meeting the National Standard. Monterey County continues to struggle with staffing levels, which means that caseloads increase and monthly visit compliance becomes more challenging.

**PROBATION**

***P1 – Permanency in 12 months for Children Entering Foster Care***

<b>Priority Outcome Measure or Systemic Factor: P1 – Permanency in 12 months for Children Entering Foster Care</b>	
National Standard	≥ 40.5%
Q4 2019 (Year 1)	8% (2 of 25)
Q 4 2020 (Year 2)	41.2% (7 of 17)
Current Performance Q 4 2021 (Year 3)	50% (5 of 10)

This measure is defined as “Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?”

The National Standard for this measure is 40.5%. During the prior reporting period January 1, 2019 to December 31, 2019, (Year 2) Monterey County Probation had 41.2% of youth exit to permanency. This exceeded the National Standard. During the current reporting period (January 1, 2020-2021), CCWIP data indicated that Probation had 40% of children exit to permanency. This is below the National Standard and a 2.9% decrease from the prior year. Upon reviewing the data, it was determined that the percentage should be 50% (5/10). This erroneous entry was a clerical error, as the placement ended reason for one youth should have reflected “Placed with mother no Court” instead of “child adjudged 601/602.” The data has been corrected.

***P2 – Permanency in 12 months for Children in Foster Care 12-23 Months***

<b>Priority Outcome Measure or Systemic Factor: P2 – Permanency in 12 months for children in foster care 12-23 months</b>	
National Standard	≥ 43.6%
Q4 2019 (Year 1)	25% (1 of 4)
Q4 2020 (Year 2)	53.8 % (7 of 13)
Q4 2021 (Year3)	75% (3 of 4)

This measure is defined as “Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?”

The National Standard for this measure is 43.6%. During the reporting period January 1, 2019 to December 31, 2019, Probation had 25% of youth exit to permanency. This was not meeting the National Standard; however, during the current reporting period January 1, 2021 to December 31, 2021, Juvenile Probation had 75% (3 of 4) of youth exit to permanency, which is above, that is better than, the National Standard.

**P3 – Permanency in 12 Months for Children in Foster Care 24 Months or More**

<b>Priority Outcome Measure or Systemic Factor: P3 Permanency in 12 months for children in foster care 24 months or more</b>	
National Standard	≥ 30.3%
Q4 2019 (Year 1)	0% (0 of 2)
Q4 2020 (Year 2)	66.7% (2 of 3)
Q4 2021 (Year 3)	50% (3 of 6)

This measure is defined as “Of all children in foster care on the first day of a 12-month period, who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day of the 12-month period?”

The National Standard for this measure is 30.3%. During the reporting period January 1, 2019 to December 31, 2019, Probation had 0% of youth exit to permanency. This does not meet the National Standard; however, during the most recent reporting period, the County had 50% (3 of 6) of youth exit to permanency which is above, that is better than, the National Standard.

Monterey County Probation attributes the improvement in permanency rates for Outcome Measures P1, P2, and P3 to internal policy changes followed by cultural changes in compliance with the Continuum of Care Reform (CCR). Probation Officers began shifting focus to *dependency related issues* rather than delinquency or criminal behavior issues when deciding whether out-of-home placement was necessary. Officers began focusing on returning youth to their families and reunification timelines at the onset of the case, and no longer relied as heavily on STRTP graduation timelines to determine the readiness of youth to return home. Furthermore, initiating CFTs at the onset of a case encouraged more family involvement so that dependency issues could be addressed earlier in the life of a case. Overall, there has been a significant cultural shift within the agency focusing more on prevention tactics rather than punitive measures. This has resulted in fewer overall youth entering care and more youth returning home within the desired timeframes.

**2F – Timely Monthly Caseworker Visits (Out of Home)**

<b>Priority Outcome Measure or Systemic Factor: 2-F – Timely Monthly Caseworker Visits (Out of Home)</b>	
National Standard	95%
Current Performance Q4 2021 (Year 3)	94.9%

This data is defined as “the percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once.”

The National Standard for this measure is 95%. During the reporting period, January 1, 2021 to December 31, 2021, Probation achieved timely caseworker visits on 94.9% of cases, not meeting the National Standard. After reviewing case files and SafeMeasures data for the reporting period, it was determined that this data entry was in error and the correction was not timely entered. The accurate data shows that caseworker visits (out of home) are at 100% as referenced in Safe Measures, 81 out of 81 were made during Quarter 4 2021.

## Child Welfare/Probation Initiatives

### **Child Welfare Core Practice Model:**

The Child Welfare Core Practice Model provides a framework to support Child Welfare practice and allow Child Welfare professionals to be more effective and consistent in their roles. The goal is to create a model that guides practice, service delivery, and decision making, while building upon the work already being done to engage and serve families.

### **Katie A:**

The Katie A settlement agreement sought to accomplish systematic change for mental health services to children and youth within a specified class. These efforts involve promoting, adopting, and endorsing three new service array approaches for services currently covered through Medi-Cal. CDSS and DHCS have worked together with the courts and legal counsel to develop a plan to accomplish the terms of the settlement, which counties can then use to implement Katie A locally. Our agency continues to work collaboratively with Behavioral Health to identify youth who fall into the Katie A sub class, and to address the mental health needs as directed by the settlement.

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

Monterey County implemented its CSEC program in 2015. This past year we achieved a goal we've been working toward since 2016 with the CSEC Program. We worked with one of our contractors to subcontract survivor mentoring services for our CSEC youth with a local survivor leader. The mentorship contract will include not only mentoring services, but also training hours for staff, the development of a curriculum for an engagement training for service providers, attend and provide consultation to our monthly multidisciplinary team meeting, and lead the planning of our annual trafficking awareness symposium. This marks the first time in the life of our program that we have a survivor leader at the helm of our awareness event.

The County continues to work collaboratively with our Multi-Disciplinary Team (MDT) to continue to improve the process of identification and service to youth who are victims of, or are at-risk of, becoming victims of sexual exploitation and trafficking. In the past two years, the local agency process, used by Social Worker Staff as a guide for when and how to initiate the CSEC protocol, has been fine-tuned and updated. Additionally, trainings are still being provided on a regular basis Child Welfare, Juvenile Probation, and other Partner Agency Staff. These training efforts continue to create expertise on this issue countywide. Additionally, the Department partners with contracted CSEC service providers to host outreach events twice a year and participates in outreach events hosted by the Coalition to End Human Trafficking in Monterey and Santa Cruz Counties, and the Monterey County Office of Education. We have also contracted with three local nonprofits to assist us in growing the program through continued education and training, targeted public outreach, marketing, and training of local first responders. We are also in the process of developing an updated tracking system, so that as the numbers of identified CSEC continue to grow, we are equipped with the tools necessary to track the work being done to serve this population.



## **Continuum of Care Reform (CCR):**

The continuum of care reform (CCR) effort was launched by CDSS in partnership with the County Welfare Directors Association (CWDA). CCR was authorized by Senate Bill (SB) 1013 to develop recommended revisions to the State's current rate setting system, as well as services and programs serving children and families who fall within the continuum of Aid to Families with Dependent Children (AFDC) – Foster Care (FC) eligible placement settings. AB 403 is a comprehensive reform effort to ensure that youth in foster care have their day-to-day physical, mental, and emotional needs met, that they have the greatest opportunity to grow up in permanent and supportive homes, and that they have the opportunity to rise to self-sufficiency and a successful adulthood.

## **Resource Family Approval (RFA):**

Resource Family Approval (RFA) is a new caregiver approval process, the completion of which renders potential caregivers (including non-related foster families, relatives, Near-Kin, and adoptive families) eligible to be considered for potential placement of a child, youth, or young adult. Monterey County was among the pilot/early implementer counties, and our agency implemented RFA on March 1, 2016. RFA combines elements of current licensing relative approval, and adoption, and guardianship processes to create one fluid process for all families who wish to provide care to foster children.

## **Federal Case Review:**

Since August 2015, counties have been charged with completing qualitative case reviews for Child Welfare Services. These reviews are modeled after the Federal Child and Family Services Reviews (CFSR), which are conducted by the Administration for Children and Families (ACF) Children's Bureau. These case reviews, coupled with the qualitative data already available, have become part of a larger effort toward continuous quality improvement.

The roll out of the Federal Case Review has proven to be a challenge, as a result of staffing turnover in the last two years. Both the Senior Analyst and CQI Analyst, as well as one of the Federal Case Reviewers, retired between December 2017 and November 2018. A new CQI Analyst was on-boarded in May 2018, a new Federal Case Reviewer was brought on in January 2019, and most recently, a new Senior Analyst came aboard in February 2019. With a full CQI team now in place, Federal Case Review will be prioritized as a part of the CQI SIP Strategy in the upcoming SIP Period.

## **Child Care Bridge:**

At the end of 2017, counties were presented with the opportunity to opt-in to the State's Child Care Bridge Program, which provides funding for childcare services for families providing out-of-home care for foster children; the intention of which is to remove barriers to in-home family placements. Monterey County opted in and implemented its Child Care Bridge Program in partnership with the Mexican American Opportunity Foundation (MAOF), the County's local R&R agency. Since its inception, the County has seen a steady growth of families served through the Child Care Bridge Program. In January of 2019, the County, in response to an identified unmet need, negotiated an amendment to the contract to add PSSF funds to the contract budget which will allow for MAOF to serve bio parents and voluntary cases, though these families are not covered through the Child Care Bridge funding.

## **Child and Family Teams:**

In March 2018, Monterey County rolled out the phased implementation of the Child and Family Team meeting structure agency wide. This has been done in partnership with the Seneca Family of Agencies, who is contracted to provide support to our agency in conducting CFT Meetings. These supports include coordination of meetings dates/times/location, meeting facilitation, and oversight of specialty funds to support families with immediate needs and barriers to success. As of January 2019, the County has fully implemented Child and Family Team Meetings in every service component. The County is currently in the process of transitioning its front-end team meeting to the Child and Family Team Meeting structure as well and it is slated to be fully implemented by the close of 2019. On average, Child Welfare conducts approximately 30 CFTs per month, which equates to about 360 per year, or one every day of the year. In general, the majority of these CFTs are facilitated through the Agency's partnership with Seneca Family of Agencies. On average, Probation conducts approximately 155 CFT's annually: 117 CFTs in 2017, 178 in 2018, 175 in 2019, 187 in 2020, and 116 in 2021 for placement and pre-placement cases.

## **Child and Adolescent Needs and Strengths (CANS) Assessments:**

In 2018, the Agency began the early planning phases of integrating the CANS Assessment into the CFT Process. In the summer of 2018, Child Welfare Staff were trained on the principles of CANS and the CANS Tool itself. In early 2019 the Agency assembled a multidisciplinary CANS Leadership Team to address the need for written process and protocols for CANS integration, as well as to work collaboratively with the CFT Workgroup to ensure CANS integration is consistent with and informed by current CFT Policy and Practice. The CANS Leadership Team is also charged with assessing the need for additional training for Child Welfare and Behavioral Health staff, as well as contracted partners who facilitate CFT Meetings. Presently, the CANS Leadership Team is in the process of reviewing the initial stages of CANS practice into CFTs, and development of written protocols.

## Attachment A: Five Year SIP Chart

### Child Welfare Five Year SIP Chart

<p>Strategy 1 has been struck and the report describing the work completed was relocated to the Promising Practices section of the SIP.</p> <p><del>Strategy 1: Partner with Housing Authority of Monterey County to maximize housing supports for families in Family Reunification and Family Maintenance Programs</del></p>	<del>CAPIT</del>	<p><del>Applicable Outcome Measure(s) and/or Systemic Factor(s):</del></p> <p><del>3-P1 Permanency in 12 Months, Agency Collaboration</del></p>	
	<del>CBCAP</del>		
	<del>PSSF</del>	<p><del>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</del></p>	
	<del>N/A</del>		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. <del>Agency will meet with the Housing Authority to refine the referral process between the two agencies. CWS will create/refine the Policy &amp; Procedure between the agencies regarding referrals to the Housing Authority.</del>	April 2020	January 2021 <b>COMPLETE</b>	FUP Analyst Child Welfare Management Team. FR/PP/VFM Supervisory Team
B. <del>Train CWS and Housing Authority staff on the referral process.</del>	April 2020	August 2020 <b>COMPLETE</b>	Designated Analyst Child Welfare Supervisory Team Training Supervisor
C. <del>Track the number of referrals made to Housing Authority, the number of Families placed in suitable and stable housing, and the length of time from referral to placement.</del>	September 2020	January 2020 <b>COMPLETE</b>	Designated Analyst Designated FUP Support Staff
D. <del>Discuss with CWS staff and Housing Authority staff on a quarterly basis on the successes and barriers to the referral process.</del>	September 2020	December 2020 <b>COMPLETE</b>	Designated Analyst Child Welfare VFM, FR, FRP Supervisors Child Welfare Program Managers
E. <del>Evaluate the progress of the Housing referrals and its impact on P1 Permanency in 12 months.</del>	January 2021 July 2022	March 2021 October 2022 March 2023	Child Welfare Management Team Social Work and Supervisory Staff

<b>Strategy 2: Restructure Child &amp; Family Team (CFT) Meetings and Family Finding Process to focus on developing natural supports for families at the Emergency Response phase of the case</b>	CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> 3-P1 Permanency in 12 Months  Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	CBCAP		
	PSSF		
	N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Review and Rewrite the Policies & Procedures for CFTs, Emergency CFTs, CANs Integration into CFTs, <del>and Family Finding process</del> for each phase of an open dependency case.	April 2020	January 2021 <b>COMPLETE</b>	Designated Analyst Child Welfare Management Team. Child Welfare Supervisory Team
B. Create & Publish the Child and Family Teaming <del>Handbook Program Directive</del> which includes these written policies & procedures.	April 2020	August 2020 <b>COMPLETE</b>	Designated Analyst Child Welfare Management Team Child Welfare Supervisory Team
C. Train the Supervisory Team and Social Work Staff on updated and new Child <del>and Family Teaming</del> and Family Finding Policies indicated above.	September 2020	January 2020 <b>COMPLETE</b>	Child Welfare Program Managers and Supervisors Training Supervisor
D. Implement ongoing coaching for CWS staff on new/restructured policy implementation for CFTs <del>and Family Finding</del> .	September 2020	December 2020 <b>COMPLETE</b>	Identified Child Welfare Management Team Training Supervisor
E. Develop data methodologies and data tracking tools for continuing assessment of CFT & Family Finding restructure and its impact to: rates of entry, P1, number of placement changes in the first 3 months, and relative/non related extended family member placements. <del>Data will be tracked/updated on a quarterly basis.</del>	November 2020	January 2021 <b>COMPLETE</b>	Child Welfare Management Team Systems Support Team Designated Analyst(s)
F. Training for <del>SW Program Managers</del> and SWS on data tracking tools and best practice for use of the <del>tools</del> <u>and data during supervision.</u>	November 2020	<del>January 2021</del> July 2022 March 2023	Training Supervisor Child Welfare Management Team

<b>G.</b> Integrate findings & discussion from CFT & Family Finding data into agency collaborative meetings (i.e., Unit Meetings, Agency meetings, etc.)	January 2021	<del>July 2021</del> January 2023	Child Welfare Management Team Child Welfare Supervisory Team
<b>H.</b> Evaluate the quantitative and qualitative data findings gathered through the data tracking tools and the discussions with staff	January 2021	<del>September 2021</del> March 2022 <b>COMPLETE</b>	Child Welfare Management Team Systems Support Team
<del>I.</del> The Child Welfare Director reports on a quarterly basis to staff the impacts of these policy/practice changes to CFTs and Family Finding.	<del>March 2021</del>	<del>July 2021</del> <del>January 2023</del> September 2022 – Removed Action Step	<del>Child Welfare Director</del> <del>Designated CFT Analyst</del> <del>Child Welfare Program Managers</del>

<b>Strategy 3: Develop and Implement a Continuous Quality Improvement (CQI) Process.</b>	CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Quality Assurance (QA)	
	CBCAP		
	PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Introduce data statistics related to State and Federal Outcomes to staff during quarterly all staff meetings. Familiarity with regularly tracked data outcomes and the basics of measure compliance will build a necessary foundation for staff to understand the principles and purpose of continuous quality improvement. In addition, understanding measure outcomes will help staff understand how their daily work tasks relate to county performance in State and Federal Measures.	July 2020	<del>January 2021</del> January 2022 <b>COMPLETE</b>	Child Welfare Lead Data Analyst Child Welfare Deputy Director
B. Increase the number of Federal Case Reviews completed to 15 per quarter, with an aim at moving closer to achieving the state identified goal of 70 cases per year.	July 2020	<del>August 2021</del> October 2023	Child Welfare Federal Case Review Team
C. Integration of Core Practice Model (CPM) language in service provider contracts to ensure that all providers who interact with Child Welfare involved families are utilizing CPM while engaging with families. This is necessary, as CPM sets the practice foundation for Child Welfare work and will be the foundation of CQI as a whole. An example of this would include using language in the scope of services that requires service providers to use enhanced engagement behaviors when working with families, including using a strength based approach, using trauma informed approaches to talking to children, youth, and families, supporting families' capacity to advocate for themselves, and accommodating meeting times to fit the needs of the child, youth, and family (i.e., utilizing times and locations that are convenient and comfortable for families).	July 2020	<del>June 2020</del> <del>June 2022</del> March 2023	Child Welfare Analyst Team

<b>D.</b> Assemble a CQI Leadership team to draft and finalize a CQI Written Protocol	January 2021	August 2021 <b>COMPLETE</b>	Child Welfare Analyst Team Child Welfare Management Team Identified CQI Leadership Team
<b>E.</b> Implement CQI Protocol amongst all staff, including training and initial implementation oversight.	September 2021	<del>September 2022</del> September 2023	Child Welfare Analyst Team Child Welfare Program Managers CQI Workgroup Training Supervisor
<b>F.</b> Work with identified Stakeholders (i.e., agency partners, community partners, service providers, and contractors) to apply the newly developed CQI Protocol to existing programs and process as needed.	September 2021	<del>September 2022</del> January 2024	CQI Workgroup Identified Child Welfare Analysts/Program Managers Training Supervisor
<b>G.</b> Utilize CQI Protocol to develop and implement a local process for case review/audits. This will be an internal case review/audit process and not related to the Federal Case Review Process.	October 2021	<del>December 2021</del> October 2023	CQI Leadership Team Child Welfare Management Team Social Work, Supervisory, and Support Staff
<b>H.</b> Begin the ongoing process of fidelity assessment of the newly developed CQI protocol.	October 2021	<del>December 2021</del> October 2023	CQI Leadership Team Child Welfare Management Team
<b>I.</b> Begin Conducting staff and stakeholder focus groups and surveys as a method of receiving CQI Feedback.	January 2022	<del>March 2022</del> October 2023	CQI Leadership Team
<b>J.</b> Begin presenting feedback from focus groups and surveys at quarterly Supervisory/Management Team meeting	February 2022	<del>July 2022</del> January 2024	CQI Leadership Team Child Welfare Management Team Supervisory Team

<b>Strategy 4: Create a department-wide plan to retain qualified staff and reduce staffing turnover, which includes: Onboarding, Opportunities for Mentorship, and Addressing Secondary Trauma amongst staff.</b>	CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Staff Training	
	CBCAP		
	PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> On a quarterly basis, discuss Staffing needs, vacancies/LOAs, retention challenges, and reasons for staff resigning or leaving a position (i.e., retirement, promotion, resignation, acceptance of job offers in other agencies/departments) at Management meetings.	November 2019	January 2020 <b>COMPLETE</b>	Child Welfare Management Team Supervisory Team
<b>B.</b> Develop strategies to provide professional growth opportunities for staff who aspire to be promoted, as well as an information mechanism for delivering this information to staff. Professional growth may include opportunities to work on internal projects, training/conference attendance, mentoring, etc.	January 2020	<del>January 2020</del> June 2022 <b>COMPLETE</b>	Child Welfare Management Team
<del><b>C.</b> Recruit amongst high level SW staff interested in providing mentorship for new social workers. Training for Supervisory Team and Identified Mentors on new staff onboarding process and policies, and implementation plan.</del>	<del>June 2020</del>	<del>October 2020</del> <del>October 2022</del>	<del>Child Welfare Management Team</del>
<b>D.</b> Work with Human Resources to create and implement an agency specific exit interview process for staff leaving in order to glean information as to reasons for staff exits.	July 2020	<del>January 2021</del> <del>March 2022</del> March 2023	Child Welfare Management Team
<b>E.</b> Begin assessment of current onboarding process and brainstorm a new standardized process of onboarding staff to include: learning tools, caseload management tools, utilization of training (both in	September 2020	December 2020 <b>COMPLETE</b>	Child Welfare Director Human Resources Director



person and online learning) and 1:1 coaching, and mentorship.			
F. Develop new staff onboarding handbook for newly hired social workers and SW supervisors in order to standardize learning processes and expectations for new staff. Handbook should include: guidance tools for specific tasks in each service component area, expectations for new staff and information on what new staff can expect from leadership, a training matrix and expected time frames for completion on new SW trainings, and caseload management tools	September 2020	December 2020 <b>COMPLETE</b>	Child Welfare Management Team Analyst Lead for SIP
G. Develop self-care practices and secondary trauma training/support for all staff.	December 2020	March 2021 <b>COMPLETE</b>	Child Welfare Management Team Staff Trainer
H. Implementation of Staff Mentorship program.	December 2020	March 2021 November 2022 <b>COMPLETE</b>	Child Welfare Management Team Staff Trainer
I. Implementation of Exit Interview Process.	January 2021	<del>March 2021</del> <del>March 2022</del> March 2023	Child Welfare Management Team Staff Trainer
J. Implementation of new staff onboarding process	February 2021	March 2021 <b>COMPLETE</b>	Child Welfare Management Team
K. Implement Secondary Trauma trainings for Staff.	April 2021	August 2021 <b>COMPLETE</b>	Child Welfare Management Team Supervisory Team New Staff Mentoring Team
L. Develop and implement annual staff satisfaction surveys for Social Work, Supervisory, and Support Staff which include feedback on Staff Mentorship Program, Exits reasons, Onboarding process, and Secondary Trauma.	September 2021	December 2021 <b>COMPLETE</b>	Child Welfare Management Team Supervisory Team New Staff Mentoring Team

M. Incorporate feedback from Annual Staff Satisfaction Surveys into Department CQI process CPM Values.	January 2022	<del>August 2022</del> January 2023	Child Welfare Management Team CQI Leadership Team
N. Develop and implement an ongoing fidelity assessment for the new staff onboarding process to ensure it is updated and refreshed as needed.	January 2023	March 2023	Child Welfare Management Team Identified Workgroup CQI Leadership Team

## Probation Five Year SIP Chart

<b>Strategy 1: Strengthen the process for youth, who are at imminent risk of removal, to evaluate/identify Family Finding, Placement supports and services in order to promote timely permanency.</b>	CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> 3-P1 Permanency in 12 Months (entering foster care)  Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	CBCAP		
	PSSF		
	N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Revise current policy and procedures to identify needs of imminent-risk youth and their families to ensure the timeliness of Family Finding services and identify appropriate placement supports/services.	July 2020	March 2022 <b>COMPLETE</b>	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers Office Assistant III
<b>B.</b> Incorporate Family Finding and CANS assessments at CFTs.	July 2020	March 2022 <b>COMPLETE</b>	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers
<b>C.</b> Train Probation Officers on how to utilize Thompson Reuters' CLEAR system to locate family members, along with CARES-Snapshot.	September 2020	September 2021 <b>COMPLETE</b>	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers
<b>D.</b> Initiate Family Finding Efforts prior to placement and ongoing throughout the case at every status review hearing.	July 2020	<del>December 2021</del> March 2022 September 2023	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers
<b>E.</b> Identify the Strengths and Needs of the family prior to placement and at every status review hearing.	July 2020	<del>December 2021</del> March 2022 <b>COMPLETE</b>	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers

<p><b>F.</b> Develop methods to monitor and track services (I.e., family therapy, Behavioral Health programs, Substance Abuse programs, etc.).</p>	<p>December 2020</p>	<p>March 2022 <b>COMPLETE</b></p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers Office Assistant III</p>
<p><b>G.</b> Train Probation Officers on how to utilize a new tracking system to monitor progress of STRTP programs and services.</p>	<p>December 2021</p>	<p><del>March 2022</del> September 2023</p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers Office Assistant III</p>
<p><b>H.</b> Coordinate efforts with service providers to increase resources for families.</p>	<p>July 2020</p>	<p>December 2021 <b>COMPLETE</b></p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers</p>
<p><b>I.</b> Evaluate the effectiveness of the Strategy and identify the Strengths and Barriers of the Strategy and services given to youth and families.</p>	<p>March 2021</p>	<p><del>March 2022</del> September 2023</p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst</p>

<b>Strategy 2: Increase the number of CFTs for youth who are at imminent risk of placement.</b>	CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> <b>Systemic Factor:</b> Pre-Placement Prevention and Intervention Services	
	CBCAP		
	PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Review current procedures for tracking and monitoring pre-placement CFTs and modify as needed.	July 2020	<del>March 2021</del> <del>March 2024</del> <b>COMPLETE</b>	Probation Services Manager Management Analyst Deputy Probation Officer III Probation Aide
<b>B.</b> Train non-Placement Probation Officers staff about community-based resources to ensure culturally sensitive/appropriate CFT meetings to youth and their families.	January 2021	<del>January 2022</del> <del>March 2024</del> September 2023	Probation Services Manager Management Analyst Deputy Probation Officer III
<b>C.</b> Train Unit lead officers on CFT facilitation to serve as in-house facilitators in the event the contract provider is unavailable.	October 2020	<del>September 2021</del> <del>March 2024</del> September 2023	Probation Services Manager Management Analyst Deputy Probation Officer III Training Manager
<b>D.</b> Facilitate preventative CFTs in all parts of the County and not just one centralized location.	July 2020	<del>March 2021</del> <del>March 2024</del> <b>COMPLETE</b>	Probation Services Manager Management Analyst Deputy Probation Officer III Deputy Probation Officer II
<b>E.</b> Track the number of CFTs for youth who are at imminent risk for placement.	July 2020	<del>March 2024</del> <b>COMPLETE</b>	Probation Services Manager Management Analyst Probation Aide
<b>F.</b> Evaluate the Strategy to determine if strategy is effective in preventing out-of-home placement.	January 2022	<del>March 2024</del> September 2023	Probation Services Manager Management Analyst Deputy Probation Officer III

