



MONTEREY COUNTY
MCDSS
DEPARTMENT OF SOCIAL SERVICES

WORKING TOGETHER
FOR OUR COMMUNITY



Monterey County Departments of Social Services and Probation

5 YEAR SYSTEM IMPROVEMENT PLAN
SEPTEMBER 2019 – SEPTEMBER 2024

The Departments of Social Services and Probation submit their 5 Year System Improvement Plan for Board of Supervisor Approval

To this end, we will present the following information:

- Overview of the California Child and Family Services Review and the System Improvement Plan Process
- Identification of the Focus Areas for Child Welfare and Juvenile Probation which are addressed in the System Improvement Plan, and
- High Level Overview of each Strategy included in the System Improvement Plan

Presentation Overview

The C-CFSR and Purpose of the System Improvement Plan

The California Child and Family Services Review (C-CFSR):

The C-CFSR is a cyclical review process administered by the California Department of Social Services (CDSS). The review process begins with the **County Self Assessment (CSA)**, which is an analysis of the current systems, child welfare and juvenile probation outcomes data, a peer review of child welfare and juvenile probation cases by identified peer counties, and an analysis of the current county demographic and socio-economic factors.

System Improvement Plan (SIP):

The CSA is followed up by the development of a 5-year SIP. The development of the SIP includes identifying areas of focus based on CSA outcomes, and developing systems improvement strategies to be implemented over the course of a 5-year period, in order address challenges and needs identified during the assessment. Progress on the SIP is tracked by annual progress reports on SIP Strategies submitted to CDSS.

System Improvement Plan Development Process

A Collaboration between Monterey County and CDSS

The SIP is drafted over a period of time by County representatives from Child Welfare and Juvenile Probation. This drafting process is done in collaboration with CDSS with a feedback and update cycle which goes back and forth between the County and State until a final draft is accepted by the State. Once accepted, Counties are permitted to seek approval from their local Board of Supervisors and to submit the final written plan.

Parties Involved in Strategy Development:

Identified Focus Areas are informed by the outcomes of the CSA. Likewise, strategies are developed with feedback from stakeholders involved in the CSA. For Monterey County, this included: Child Welfare, Juvenile Probation, Behavioral Health, First 5 of Monterey County, the Child Abuse Prevention Council, Monterey County Office of Education, and a multitude of Community Based Organizations who provide supports and services to families served by our two agencies.

Department of Social Services, Family and Children's Services (Child Welfare)



Focus Area
and
Strategy Overview

Child Welfare Areas of Focus:

Permanency, Quality Assurance, Agency Collaboration, and Staff Training.

P1- Permanency in 12 months of Entering Foster Care:

P1 is a federal measure which tracks the percentage of children who achieve permanency within 12 months of entering foster care. The goal of this measure is for every county to meet or exceed the national standard of 40%. For the purposes of this measure, **Permanency Includes:** Reunification with parents, establishment of Legal Guardianship, or adoption.

Quality Assurance:

Quality Assurance (QA) is a systemic factor that refers to the county's identifiable process for evaluating ongoing practice, policies, and procedures. The continued assessment of the county's QA system helps improve service implementation, guides decision making for systems improvement, and ensures consistency and quality for program and service planning and implementation.

Child Welfare Areas of Focus:

Permanency, Quality Assurance, Agency Collaboration, and Staff Training.

Agency Collaboration:

Agency Collaboration is an assessment of how well the identified agency collaborates with other county or community agencies to provide comprehensive services and resources to support children and families. This includes the effectiveness of the collaboration, the cohesiveness of the partnership, the regularity of communication, and the inclusion of the partner agency in planning processes.

Staff Training:

Staff training is an analysis of the agency's development and training programs for staff. The analysis serves to assist the county in determining priorities for initial and ongoing training needs. This includes: the agency's capacity to provide training to social workers, including state mandated trainings, how the county identifies ongoing and/or new training needs to ensure the competency of staff, and how skill development of new staff is measured by the agency.

Strategy 1:

Partner with Housing Authority to Maximize Housing Supports to Families Receiving Reunification and Voluntary Services

Focus Area:

P1 – Permanency Outcomes Agency Collaboration

Overview:

Collaborate with Housing Authority (HA) to refine and update the Family Unification Partnership (FUP) Program, to increase utilization for eligible families. The FUP Program provides housing vouchers to families facing housing instability, who have open child welfare cases, and for whom housing instability is a barrier to reunification or a risk factor for court mandated intervention.

Strategy Basics:

- Quarterly Meetings between Child Welfare and HA
- Data tracking on utilization, including: number of referrals from Child Welfare in the prior quarter, and number of approved/denied referrals including denial reasons
- Recurring training to for Child Welfare Staff by Housing Authority on the Program and Referral Process
- Tracking of length of time from voucher approval to securing safe/stable housing
- Identification of barriers to approval and securing housing, and
- Periodic review of program improvement impact on time to reunification outcomes.

Overview:

Improve permanency outcomes (specifically reunification) by creating opportunities for families to build natural supports early in the life cycle of a case, the Emergency Response Phase. This will empower families to engage in services and create capacity of each family to self stabilize through natural support systems.

Strategy Basics:

- Restructure existing policies and procedures for CFTs and FFE's to support teaming and building of natural supports at the earliest stages of child welfare intervention
- Utilization of FFE to identify supports rather than for placement options
- Structured Meeting blocks to enable families to choose meeting times that fit their needs and schedules
- Development of staff handbooks which inform as to the philosophy of CFTs, purpose of CFT meetings, and the goal of FFE as a means of supporting family autonomy
- Training staff on updated policies and handbook content.

Strategy 2:

Restructure of Child and Family Teaming (CFT) and Family Finding & Engagement (FFE) to Focus on Developing Natural Supports for the Family beginning at the Emergency Response Phase

Focus Area:

P1 – Permanency Outcomes

Strategy 3:

Development and Implementation of a standardized Continuous Quality Improvement (CQI) Process

Focus Area:

Quality Assurance

Overview:

While there have been Quality Assurance Case Review processes in the past, Child Welfare currently lacks a CQI process for the agency as a whole. Strategy 3 aims to create a standardized CQI process for the continuous assessment and improvement of all facets of agency's work, including case reviews, program and policy implementation, training, and collaboration, and service to families.

Strategy Basics:

- Introduction of data tracking to staff at quarterly All Staff Meeting to acclimate staff to understanding the impact of their work on said outcomes
- Assessment and restructure of the agency's information sharing program, SharePoint, to accommodate updated and emerging policies and procedures in order to improve accessibility for staff
- Assemble a workgroup to draft, finalize, and implement a written CQI handbook
- Apply CQI Protocol to emerging policies, case reviews, and feedback of trends to agency leadership
- Apply CQI Protocol to existing procedures and conduct trainings for staff as needed.

Overview:

Improve the retention of qualified child welfare staff through the development of onboarding and ongoing supports for new staff, as well as creating "grow your own" opportunities for existing staff with leadership potential and aspirations.

Strategy Basics:

- Develop a standardized onboarding process for newly hired staff, including a training induction, quick access to learning tools, and individualized coaching and mentorship
- Create "grow your own" opportunities including access to mentors, opportunities to mentor new staff, and opportunities to participate in passion/special interest projects
- Creation of learning tools for all staff, including social worker, supervisor, and mentor handbooks to outline standardized job roles and expectations, and tasks and responsibilities specific to each assignment
- Vacancy tracking, including working with local HR to conduct exit interviews, and tracking reasons for vacancy (i.e., resignation vs. promotions)
- Ongoing support for staff by creating a culture of leadership transparency, including regular access to leadership team, feedback loops between management and supervisory team, and easy access to management team for social workers and support staff

Strategy 4:

Create a plan to retain qualified staff and reduce turnover, including a standardized onboarding, mentorship opportunities.

Focus Area:

Staff Training

Department of Probation, Juvenile Probation Services



Focus Area
and
Strategy Overview

FOCUS AREAS

P1- Permanency in 12 months (Entering Foster Care)

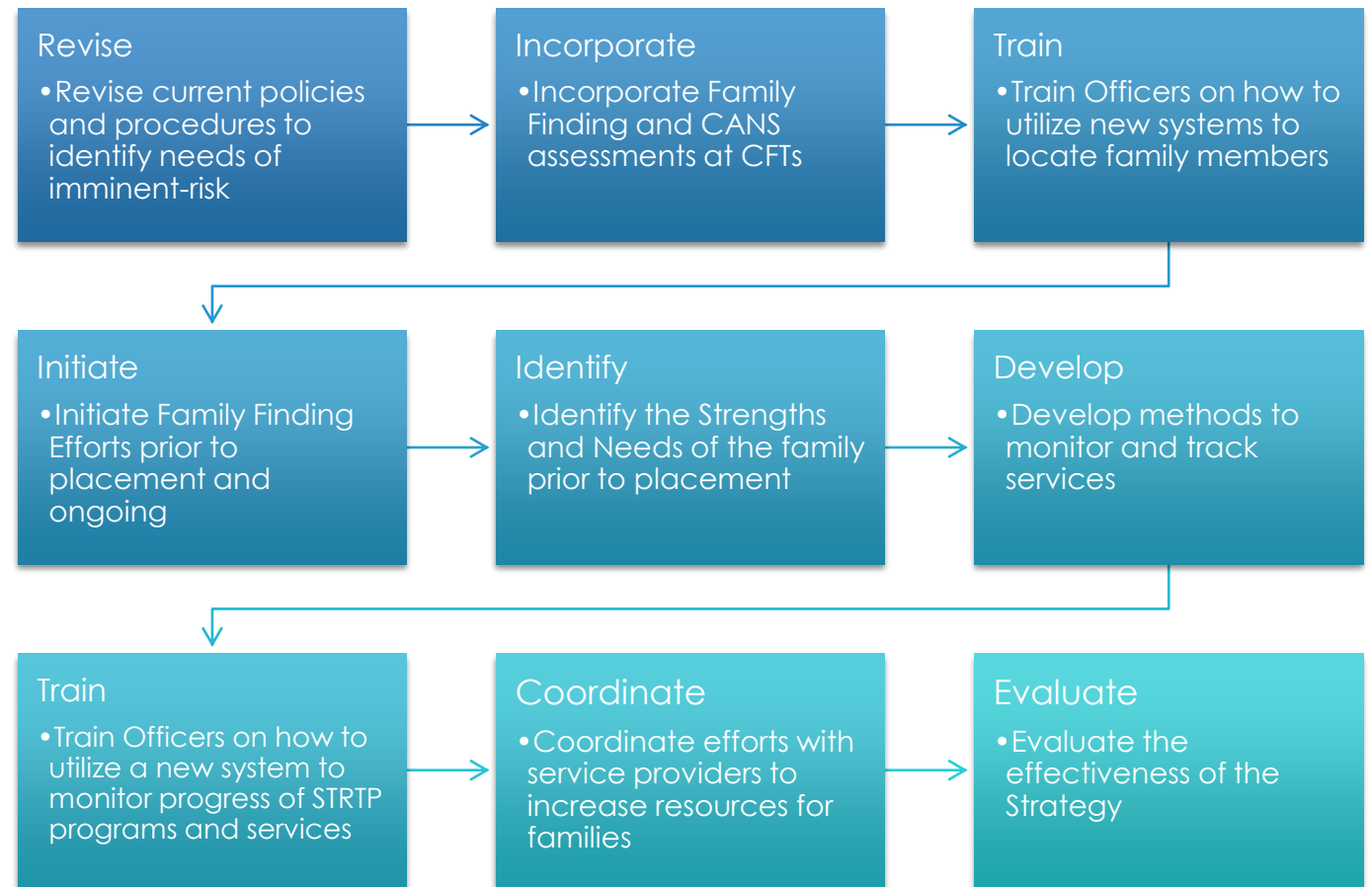
- Of all children who enter foster care in a 12-month period, what percent were discharged to permanency within 12 months of their entry into Foster Care?
- Target Improvement Goal: Increase the number of youth discharged to permanent homes within 12 months of entering foster care to meet the national standard.

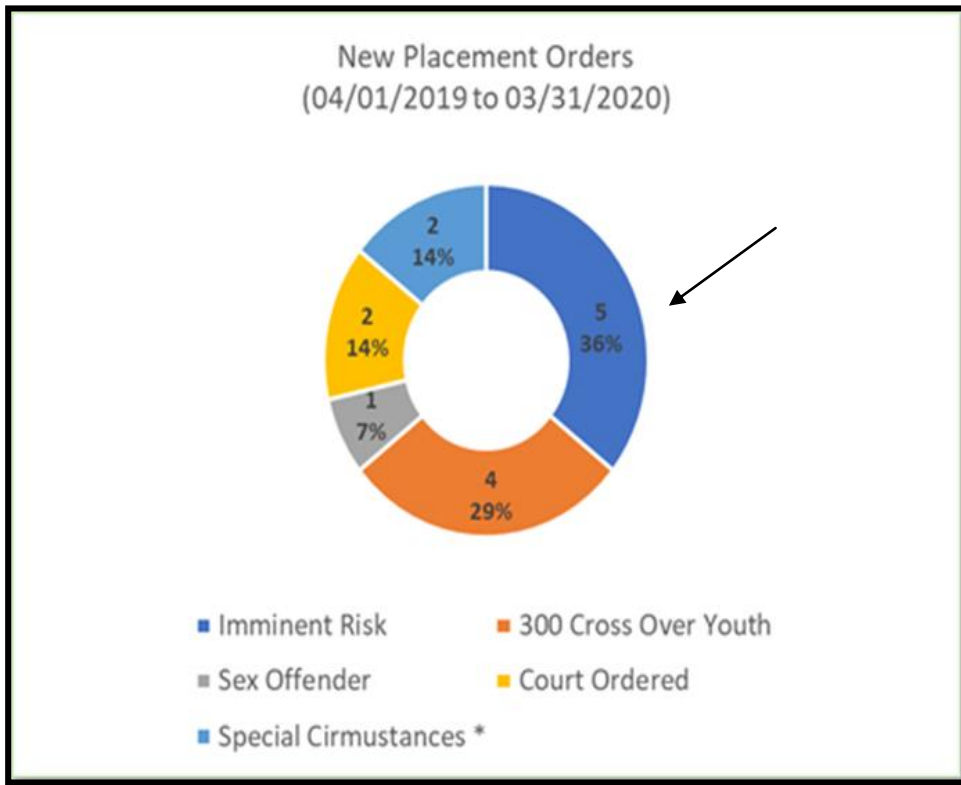
Enhancement of Pre-Placement Prevention and Intervention Services

- Target Improvement Goal: Reduce the number of imminent risk youth entering foster care by 7% each fiscal year.

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.

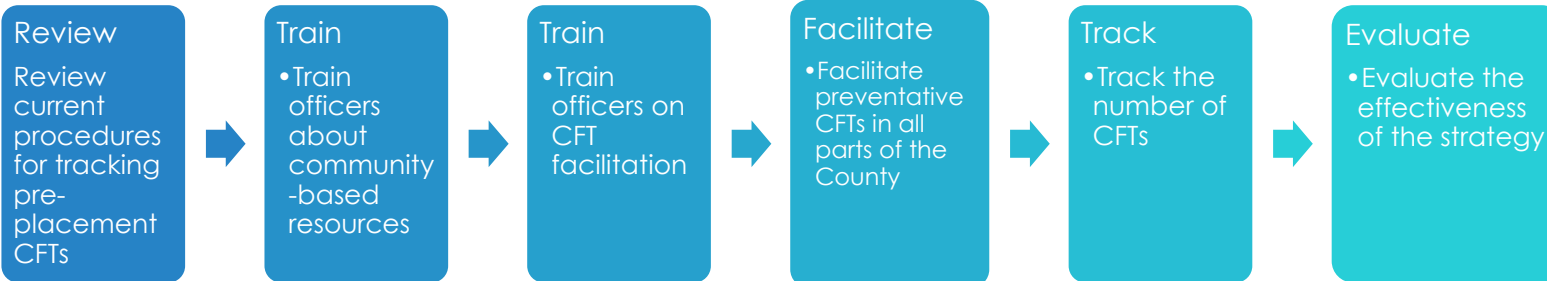




Target Improvement Goal: Reduce the number of imminent risk youth entering foster care by 7% each fiscal year

STRATEGY 2:

INCREASE THE NUMBER OF CHILD FAMILY TEAM (CFT) MEETINGS FOR YOUTH WHO ARE AT IMMINENT RISK OF PLACEMENT, TO AVOID OUT-OF-HOME PLACEMENT





Thank you!

Q & A