

## **Executive Summary:**    *Child Welfare Services AB636 Quarterly Data Report*

This report is designed to provide a quarterly update on Santa Clara County's (SCC) progress toward achieving improvements on the AB636 State-Enhanced outcome measures.

The AB636 measures discussed in this report include the five outcome measures selected for inclusion in the SCC System Improvement Plan (SIP), which are:

- *Overrepresentation of Children of Color upon First Entry into Foster Care*
- *Referrals with a Timely Response*
- *Timely Social Worker Visits*
- *Multiple Foster Care Placements (Placement Stability)*
- *Foster Care Re-Entries*

The report is structured around four sections. Section One provides a snapshot comparison of baseline data to performance in the most current measurement period for the five SIP outcomes. Section Two consists of data charts and tables to illustrate trends over time and a quarterly summary for all the AB636 State-Enhanced outcome measures. In addition, ethnicity data is cited for outcome measures when available. Section Two concludes with an overview of baseline performance to the most current report for State-Enhanced measures. Section Three provides a summary of Federal and State quarterly performance. Section Four provides milestones and next steps for the DFCS SIP workgroups.

To track progress, baseline data for the period of 7/1/02-6/30/03 will be utilized to evaluate performance. In addition, State performance is also cited as a point of comparison since State standards have not been established. Due to the statistically small number of Native Americans represented, the percentage changes in performance measures may appear drastic; therefore, caution is required when interpreting data related to Native Americans.

The California Department of Social Services (CDSS) in January 2007 released the data collected from July 2000 to July 2006 analyzed in this report.<sup>1</sup> (To learn more about California performance data, visit <http://cssr.berkeley.edu/CWSCMSreports>.)

### **Summary of Performance**

This quarterly report highlights SCC's Department of Family and Children's Services (DFCS) continued progress and improved performance for all five SIP target outcomes from baseline to most current report period. Additionally, SCC continued to perform better than the State average on most of the SIP target outcomes with exception to Foster Care Reentries and Placement Stability.

On a broader view of AB636 State-Enhanced performance from baseline to current report, substantiated referrals in general increased. Black and Hispanic children appear disproportionate in the rate of referrals substantiated when compared to the average rate of substantiated referrals. Black children remain disproportionate in child abuse referrals when compared to the referral rate average, as well. However, the rate of First Entries into foster care for children of color decreased. The number of children reunified within 12-months decreased. The number of children placed in Group/Shelter Care increased.

DFCS' Children of Color Task Force has conducted file reviews on a random sample of twenty-five substantiated referrals to determine whether any patterns emerged suggesting bias in the decision-making that resulted in substantiation. Broadly, the reviewers did not report patterns of bias leading to unwarranted substantiations, but did question the referral disposition in some cases in regards to sibling removals and service program determination.

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<sup>1</sup> Measurement periods vary for outcome measures based on methodology. Data sources are California Child Welfare Services Outcome and Accountability Data Reports for Santa Clara County and California, January 2007 and ethnicity data extracted on 1/23/2007 from the University of California at Berkeley Center for Social Services Research website.

With the data and the case file reviews, DFCS has developed a work plan to address the issues involved in disproportionality, which includes program activities, staff training, and management oversight to address actions starting with the first contact with a referral to the conclusion of the contact. In addition, DFCS and the Agency will take an active role in advocacy to leverage community support to meet families' needs.

The decrease in Reunifications may illustrate the effectiveness of pre-placement preventative services by DFCS and community-based service providers who have diverted more children from being removed from families. As a result, of this success, families who do receive reunification services tend to have more complex and serious needs. These families require more time for successful reunification.

The increase in Group Home care may be indicative of older children requiring a higher level of care to meet their complex needs. The actual number of children in Shelter care is so small that the percentage increase is not statistically significant.

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## Santa Clara County Child Welfare Services AB636 Quarterly Data Report January 2007

The table below reflects a comparison of baseline data to performance in the most current measurement period for the five SIP outcome measures. ***It is important to note that the referrals and substantiated referrals rate measures are intended as background information to assist in analyzing performance.*** Percentages regarded as improvements in performance appear in ***blue bold italicized font***, decline in performance appear in ***red***.

Although some measures show consistent long-term trends, many others vary by quarter. A review of the graphs on pages 4-17 provides more information on performance trends.

DFCS performance improved from baseline to most recent report period for all of the SIP outcomes, which include Referrals with a Timely Response, Timely Social Worker Visits, Multiple Foster Care Placements (Placement Stability), and Foster Care Re-Entries. *The SIP measures are highlighted in yellow and in bold italicized font.*

<b>Synopsis of Performance on Five SIP Target Related Outcomes</b> (From Baseline to the Most Recent Report Period)						
Rates (Incidence Rate per 1,000)	2002 (Baseline)	2005	Actual Changes from Baseline <sup>2</sup>	Percentage Changes from Baseline <sup>3</sup>	Directional Goal <sup>4</sup>	Direction <sup>5</sup>
Referrals*	34.7	32.2	<b><i>-2.5</i></b>	<b><i>-7.3%</i></b>	-	<b><i>Yes</i></b>
Substantiated Referrals*	6.7	7.3	<b><i>+0.6</i></b>	<b><i>+8.9%</i></b>	-	<b><i>No</i></b>
First Entries (Stay 5 days or more)*	2.3	2.1	<b><i>-0.2</i></b>	<b><i>-8.3%</i></b>	-	<b><i>Yes</i></b>
Child Abuse/Neglect Referrals with a Timely Response	Q2 2003 (Baseline)	Q2 2006	Actual Changes from Baseline	Percentage Changes from Baseline	Directional Goal	Direction
<b><i>Immediate Response (2B)</i></b>	91.2%	94.8%	<b><i>+3.6%</i></b>	<b><i>+3.9%</i></b>	+	<b><i>Yes</i></b>
<b><i>Ten-Day Response (2B)</i></b>	74.7%	94.8%	<b><i>+20.1%</i></b>	<b><i>+26.9%</i></b>	+	<b><i>Yes</i></b>
Social Worker (SW) Visits	Q2 2003 (Baseline)	Q2 2006	Actual Changes from Baseline	Percentage Changes from Baseline	Directional Goal	Direction
<b><i>Timely SW Visits with Child (2C)</i></b>	72.9%	92.5%	<b><i>+19.6%</i></b>	<b><i>+26.9%</i></b>	+	<b><i>Yes</i></b>
Placement Stability	7/01-6/02 (Baseline)	7/04- 6/05	Actual Changes from Baseline	Percentage Changes from Baseline	Directional Goal	Direction
<b><i>Percent with 1-2 Placements (3C)</i></b>	40.8%	51.5%	<b><i>+10.7%</i></b>	<b><i>+26.5%</i></b>	+	<b><i>Yes</i></b>
Foster Care Reentries (Within 12-Months of Reunification)	7/00-6/01 (Baseline)	7/03- 6/04	Actual Changes from Baseline	Percentage Changes from Baseline	Directional Goal	Direction
<b><i>Percent Who Re-entered (3G)</i></b>	14.1%	13.0%	<b><i>-1.1%</i></b>	<b><i>-7.7%</i></b>	-	<b><i>Yes</i></b>

***\*Note:*** Rate measures are not part of the SIP Five Target outcomes, however maybe associated with the Overrepresentation of Children of Color upon First Entry into Foster Care. Referrals, Substantiated Referrals, and First Entries data by ethnicity is available on page 6 of this report.

<sup>2</sup> Actual change is calculated by subtracting baseline number/percentage from the most recent number/percentage.

<sup>3</sup> Percent change is calculated by dividing the actual change from baseline number/percentage by baseline number/percentage, which illustrates the magnitude or decline from baseline.

<sup>4</sup> Performance goal plus or minus = goal direction is achieved.

<sup>5</sup> Percentage change compared to 'Directional Goal'. Zero (no change) or matching goal direction = "Yes".

## Quarterly Summary of Performance on Federal and State Measures

This report also provides a review of performance on Federal and other State measures. Ethnicity data is cited for outcome measures when available. Due to the statistically small number of Native Americans represented, the percentage changes in performance measures may appear drastic; therefore, caution is required when interpreting data related to Native Americans.

SCC continued to perform better than the State average on most of the Federal and State measures with the exception of Recurrence of Maltreatment (Federal indicator), Immediate Response to Investigations (State indicator), Placement Stability (Federal and State measures), and Foster Care Reentries (State indicator).

Substantial and consistent improvements are evident in Ten-day Response to Investigations and Social Worker Visits. Timely Social Worker Visits exceeded the State average consistently for the last six reporting periods, ending this quarter with an average of 92.5%. In addition, the Rate of Abuse of Children in Care (new methodology) remained at 0%. Recurrence of Maltreatment by any substantiation and by first substantiation remained steady at 9.8% and 9.1%, respectively, performing better than State average.

Performance in Reunifying Children and Finalizing Adoptions remained above the State average; although, Reunifications within 12 months decreased to 40.9% from 45.2% and Adoptions Finalized within 24 months declined to 7.7% from 8.4%. Both Foster Care Reentries and Placement Stability have improved, however, performance remains below the State average.

In the following section of this report, State data measures have been grouped into four general categories of information Child Welfare Services Participation Rates; Safety Outcomes; Permanency Outcomes; and Child and Family Well-Being Outcomes with graphs illustrating the trend over time data and a summary of performance based on last quarter report.

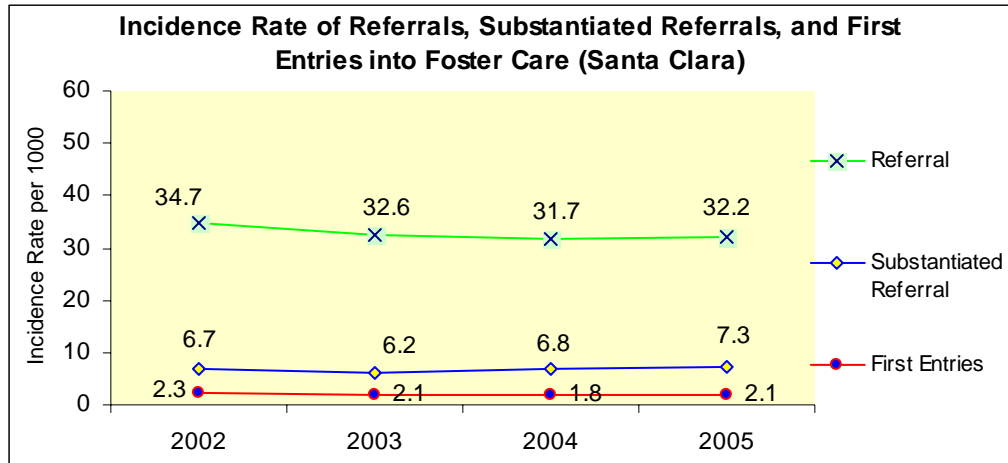
### CHILD WELFARE SERVICES PARTICIPATION RATES

This section provides data on the incidence rate of children with referrals, substantiated referrals, rate of first entries, and rate of children in care per 1,000 children less than age 18 and in population. ***These measures are intended as background information to assist in analyzing performance.*** Ethnicity data has been added to evaluate incidence rates.

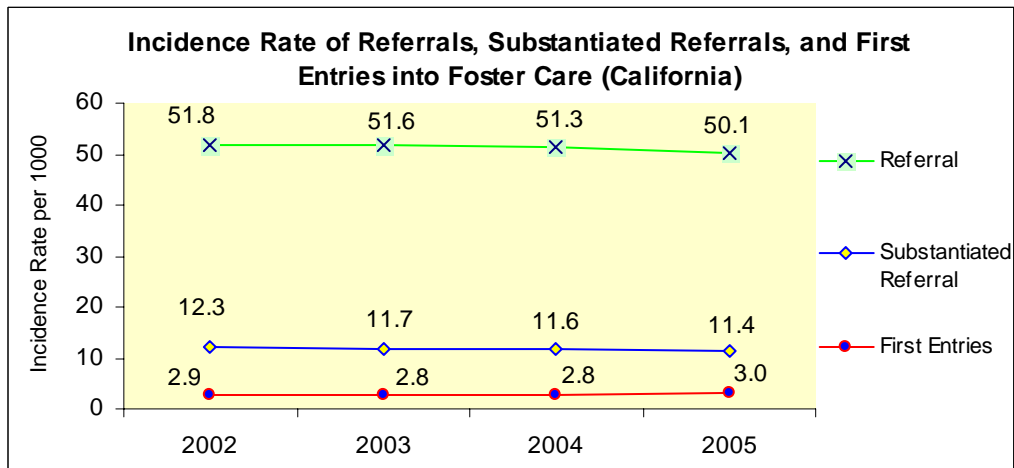
#### Rate of Referrals, Substantiated Referrals, First Entries into Foster Care, and Children in Care

- The incidence rate of referrals increased this reporting period from 31.7 per 1,000 in 2004, to 32.2 in 2005, although the rate decreased 7.2% from the baseline of 34.7 in 2002. (Refer to Graph 1 on the next page.)
- The incidence rate of substantiated referrals increased this reporting period from 6.8 per 1,000 in 2004 to 7.3 in 2005, moreover the rate rose 9% from the baseline of 6.7 in 2002. (Refer to Graph 1 on the next page.)
- The incidence rate of first entries into care (children who stayed in care five days or more) increased from 1.8 per 1,000 in 2004 to 2.1 in 2005, although the rate decreased 8.7% from the baseline of 2.3 in 2002. (Refer to Graph 1 on the next page.)
- The incidence rate of children in care decreased from 4.5 per 1,000 on 7/1/2005 to 4.4 on 7/1/2006; moreover, the rate decreased 10.2% from the baseline of 4.9 in 7/1/2003. (Refer to Graph 3 on the next page.)

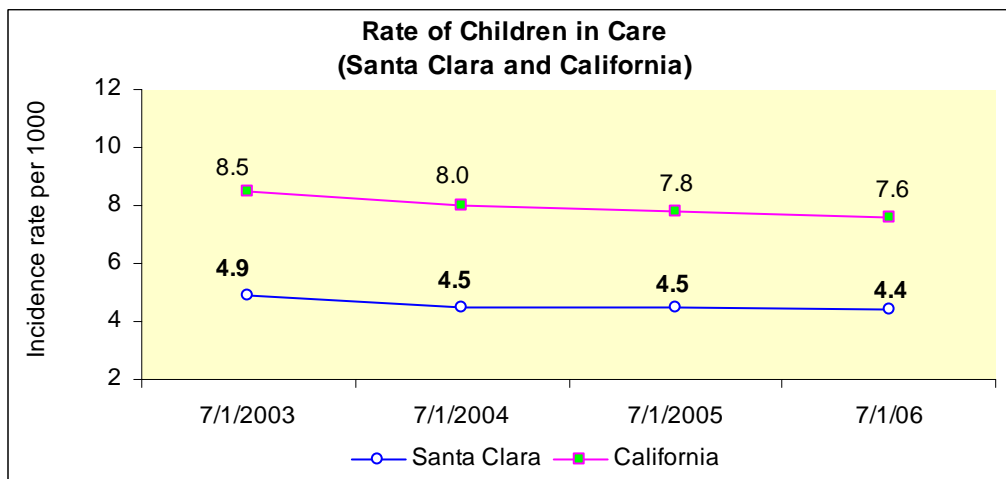
Graph 1: Santa Clara County's performance is illustrated below.



Graph 2: State of California's performance is illustrated below.

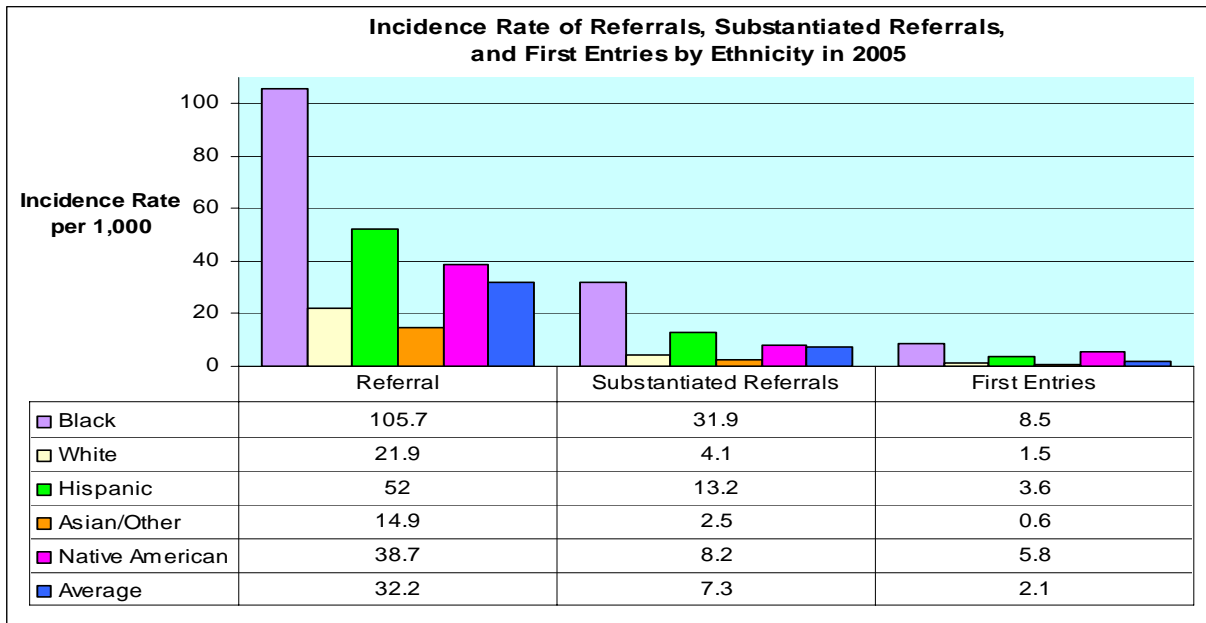


Graph 3: Santa Clara County and State of California's performance is illustrated below.



- Data for this reporting period indicates a disproportion of Black and Hispanic children in referrals, substantiated referrals, and first entries into foster care, compared to the average rate. In 2005, the incidence rate (per 1,000) of first entries into care for Black children was 8.5 and for Hispanic children the rate (per 1,000) was 3.6, compared to the County's average rate of 2.1 per 1,000.<sup>6</sup> (Refer to Graph 4 below.)

Graph 4:



The table below provides a synopsis of performance from baseline to the most recent report period.

<b>Incidence Rates of Referrals, Substantiated Referrals, and First Entries of Children by Ethnicity</b> (Incidence Rate per 1,000)				
	2002 (Baseline)	2005	Actual Change from Baseline	Percentage Change from Baseline
<b>Referrals</b>				
Black	97.5	105.7	+8.2	+8.4%
White	27.4	21.9	-5.5	-20.1%
Hispanic	55.1	52	-3.1	-5.6%
Asian/Other	16.1	14.9	-1.2	-7.5%
Native American	41.2	38.7	-2.5	-6.1%
<b>Average</b>	<b>34.7</b>	<b>32.2</b>	<b>-2.5</b>	<b>-7.3%</b>
<b>Substantiated Referrals</b>				
Black	24.5	31.9	+7.4	+30.2%
White	4.7	4.1	-0.6	-12.8%
Hispanic	11.4	13.2	+1.8	+15.8%
Asian/Other	2.5	2.5	0	0.0%
Native American	5.2	8.2	+3	+57.7%
<b>Average</b>	<b>6.7</b>	<b>7.3</b>	<b>+0.6</b>	<b>+8.9%</b>
<b>(SIP OUTCOME MEASURE) First Entries (Children Who Stayed 5 days or more)</b>				
Black	8.7	8.5	-0.2	-2.3%
White	1.7	1.5	-0.2	-11.8%
Hispanic	3.9	3.6	-0.3	-7.7%
Asian/Other	0.8	0.6	-0.2	-25.0%
Native American	2.6	5.8	+3.2	+123.1%
<b>Average</b>	<b>2.3</b>	<b>2.1</b>	<b>-0.2</b>	<b>-8.3%</b>

<sup>6</sup> Child Welfare Reports for California, retrieved on 1/23/2007 from the University of California at Berkeley Center for Social Services Research website: URL://http://cssr.berkeley.edu/CWSCMSreports based on 2006 Q2 data extract.

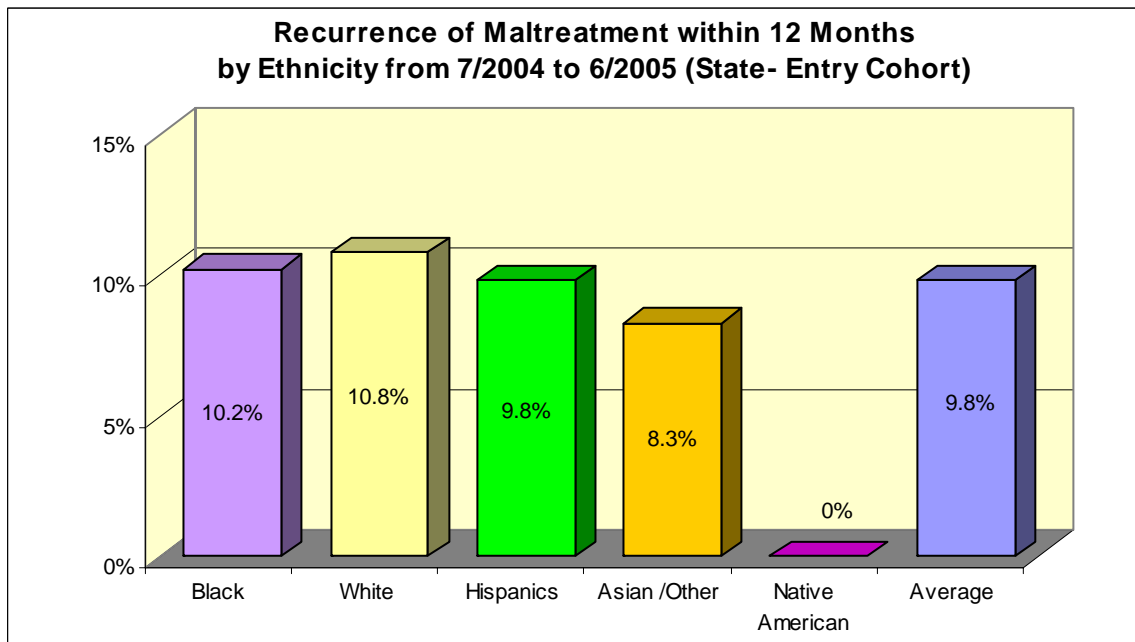
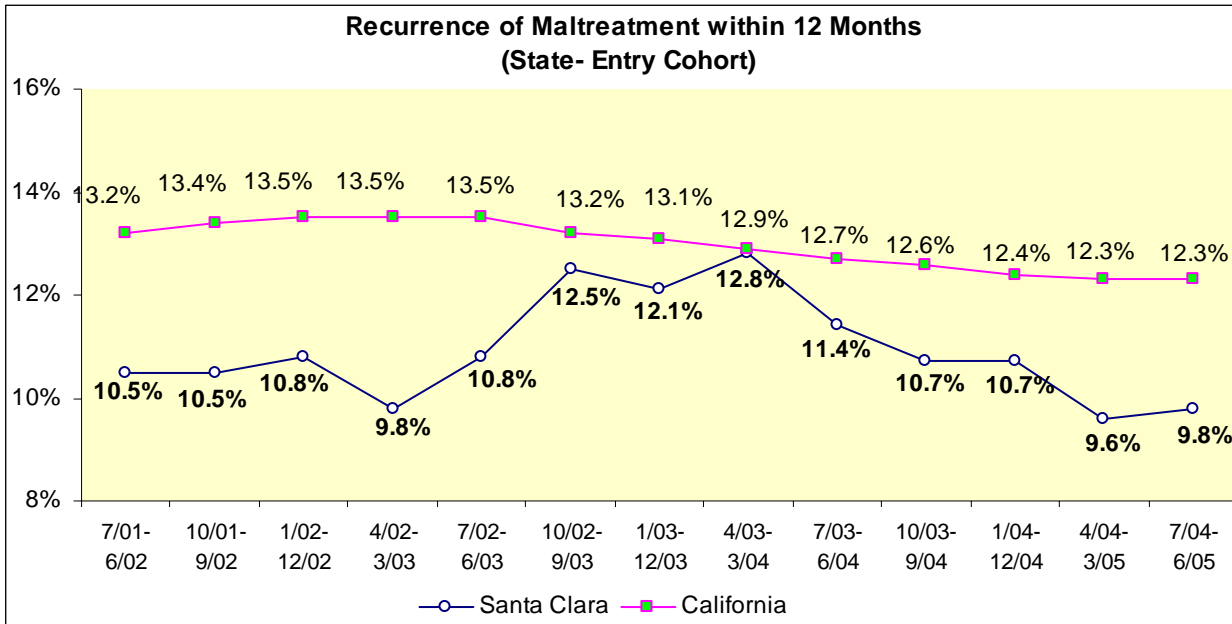
## SAFETY OUTCOMES

These measures are designed to reflect the effectiveness of efforts to protect children from abuse/neglect by reporting instances of abuse and neglect at various stages of child welfare services, which reflect the frequency of social worker contact with children and the timeliness of face-to-face investigation of abuse/neglect allegations.

### Recurrence of Maltreatment (1B)

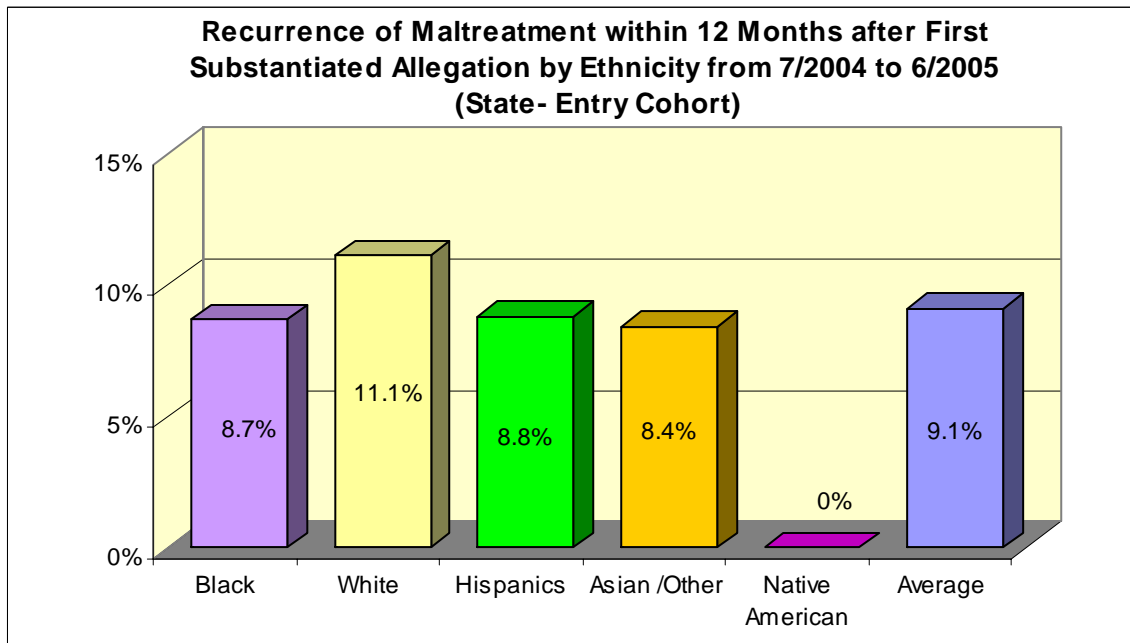
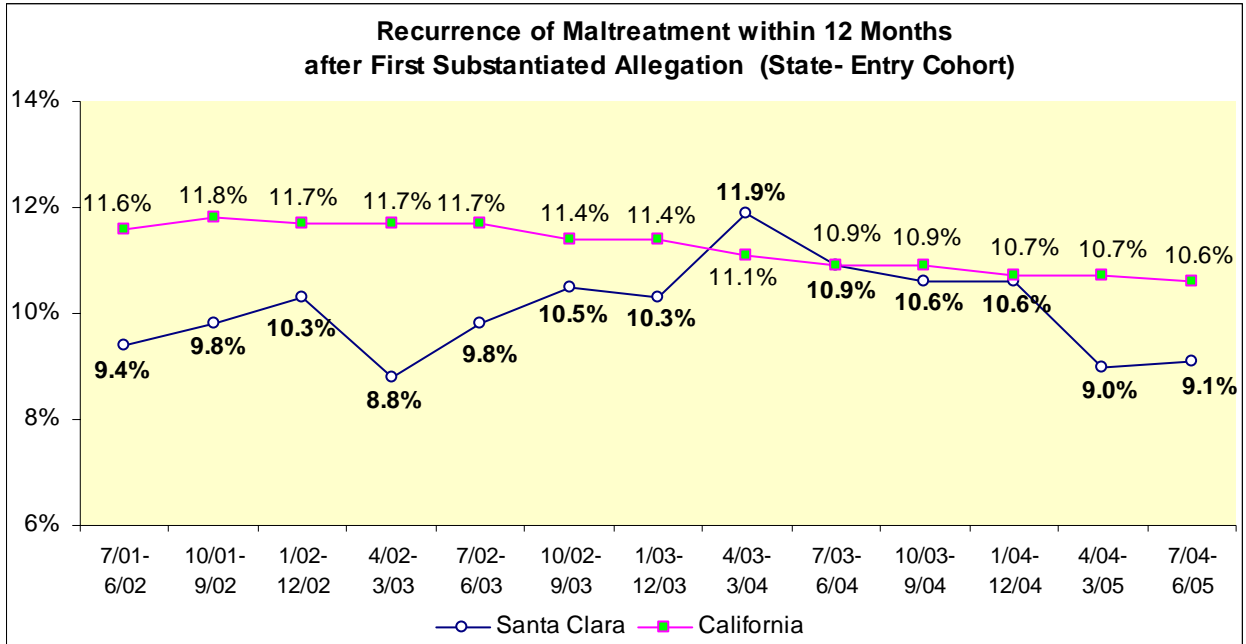
*(This indicator reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time-periods.)*

- 9.8% of all children with a substantiated allegation in 7/2004-6/2005 had another substantiated allegation within 12 mths, as compared to 9.6% in 4/2004-3/2005.  
URL: <http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp>



- 9.1% of all children with a first substantiated allegation in 7/2004-6/2005 had a subsequent substantiated allegation within 12 months, as compared to 9% in 4/2004-3/2005.

URL: <http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp>



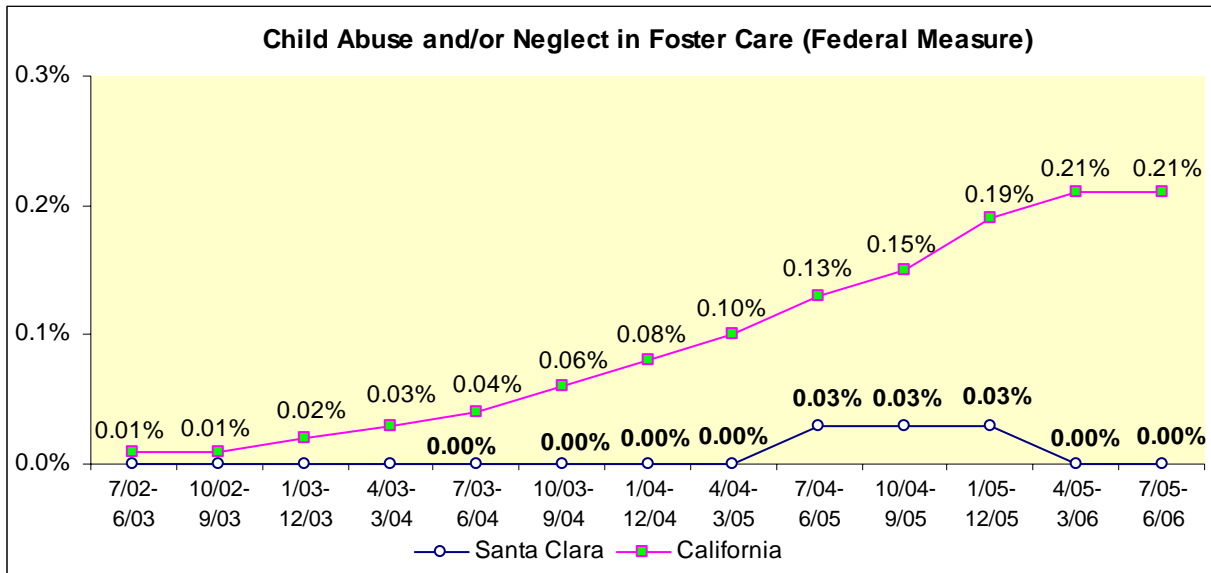


**Rate of Child Abuse and/or Neglect in Foster Care (1C- Federal Measure)**

(This indicator reflects the percent of children in foster care who are abused or neglected while in foster care placements. The methodology is revised to include most placement types and a full 12-month reporting period.)

- 0% of children had a substantiated allegation in a foster care placement in 7/2005-6/2006. There was no change from the last reporting period.

URL: [http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standards/cfsr\\_abuse.asp](http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/standards/cfsr_abuse.asp)

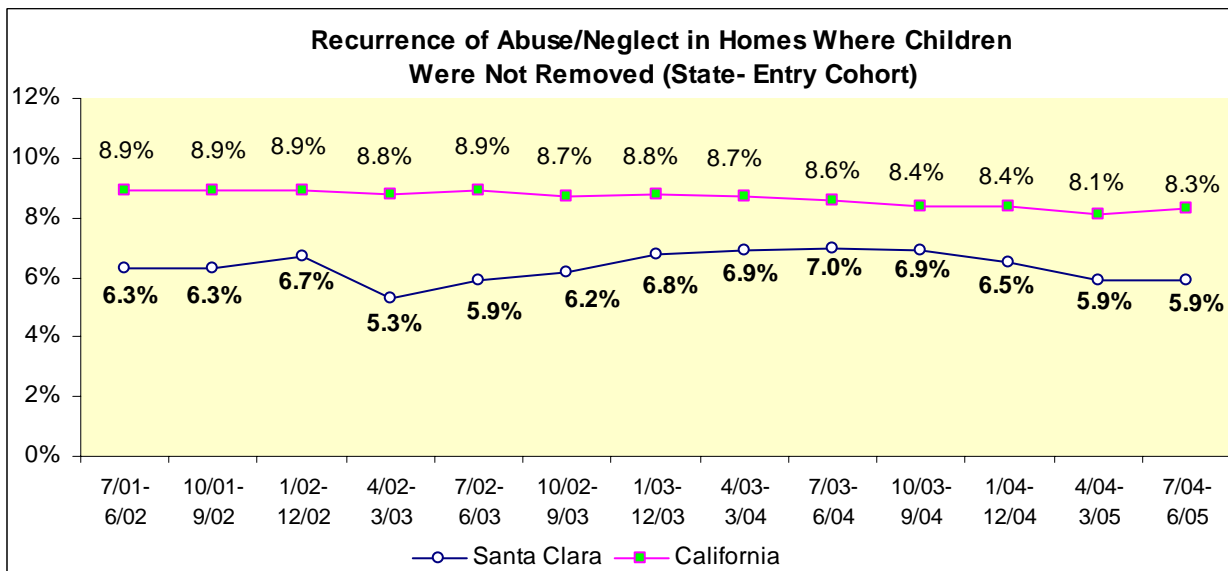


(Ethnicity data is not available.)

**Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed (2A)**

(This indicator reflects the recurrence of abuse and/or neglect of children who remain in their own homes.)

- 5.9% of children, who had an inconclusive or substantiated allegation in 7/2004-6/2005 and were not removed, had a subsequent substantiated allegation within 12 months. There was no change from the last reporting period. URL: <http://cssr.berkeley.edu/CWSCMSreports/Ccfsr.asp#2A>

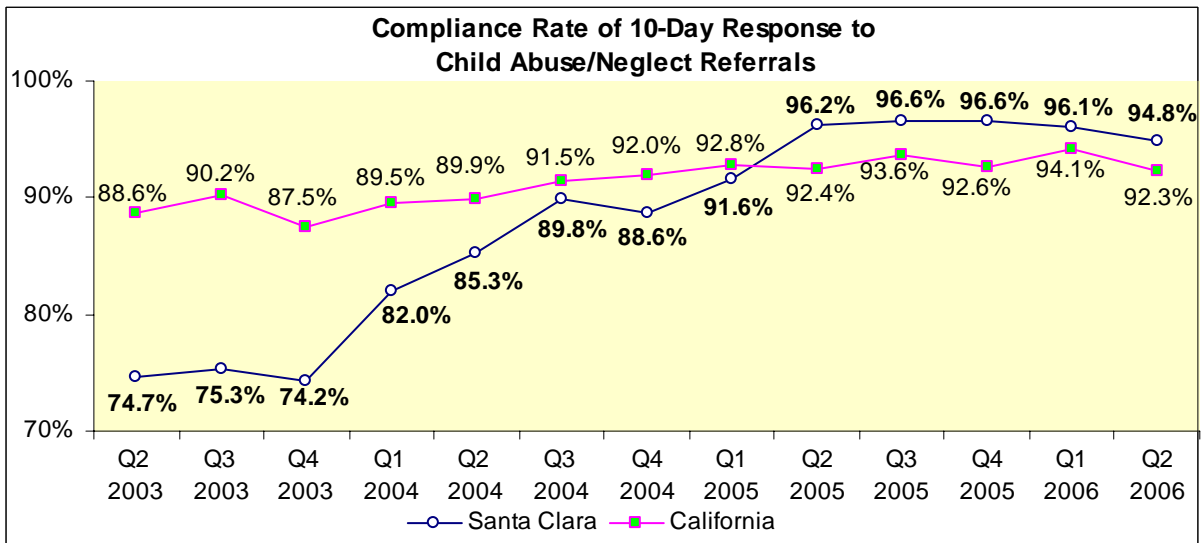
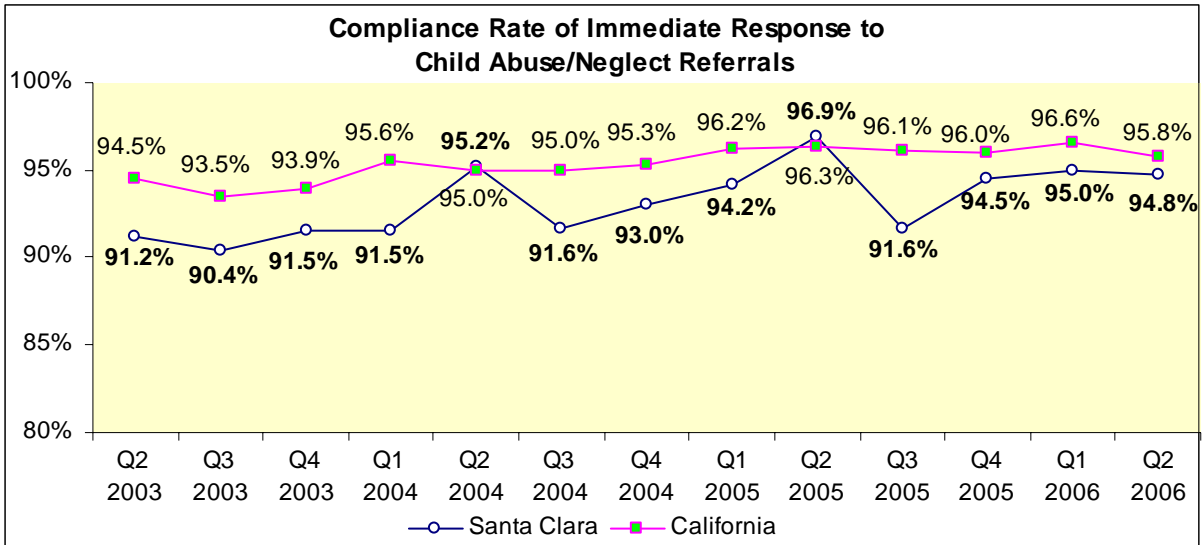


(Ethnicity data for current reporting period is not available.)

**Referrals with a Timely Response (2B)**

*(This indicator determines the percent of referrals that resulted in a face-to-face investigation with a child that occurs, or is attempted, within required time-frames in situations in which allegations indicate significant danger to the child, stratified by immediate response and ten-day referrals, for both planned and actual visits.)*

- In Q2, 2006, 94.8% of Immediate Response referrals received a timely response, compared to 95% in Q1 2006. Also in Q2, 2006, 94.8% of ten-day referrals received a timely response, compared to 96.1% in Q1, 2006. URL: <http://cssr.berkeley.edu/CWSCMSreports/Ccfsr.asp#2B>

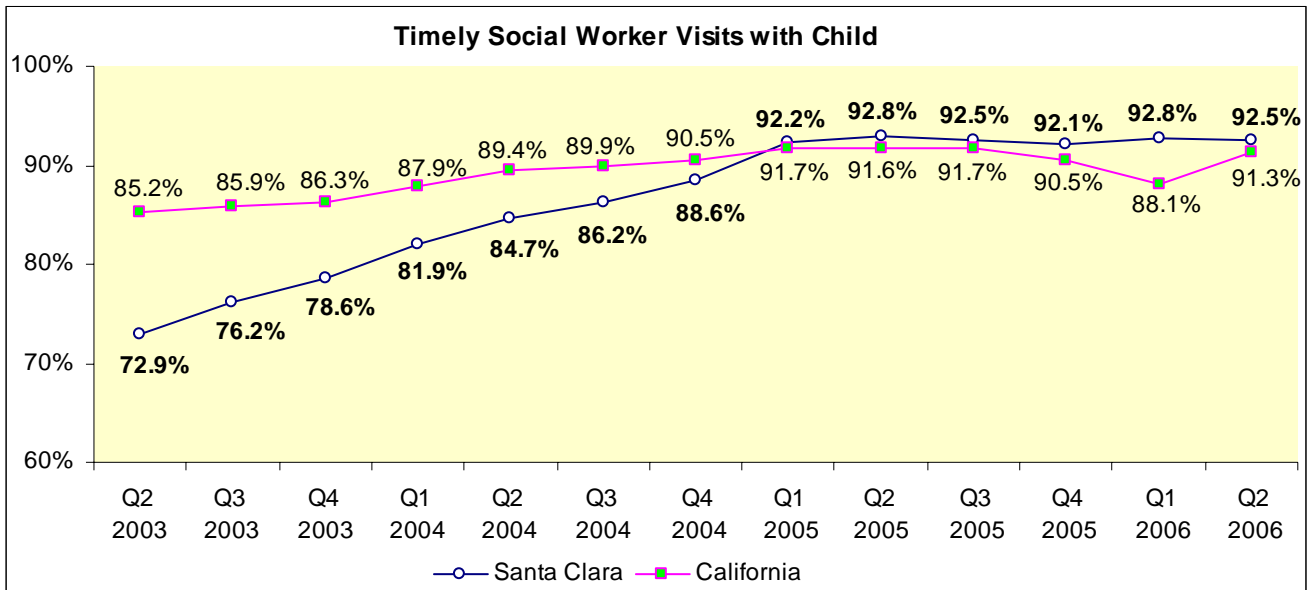


(Ethnicity data for current reporting period is not available.)

**Timely Social Worker Visits with Child (2C)**

*(This indicator determines if social workers are, visiting children on a monthly basis when that is required. Children for whom a determination is made that monthly visits are not necessary (e.g. valid visits exception) are not included in this indicator.)*

- In Q2, 2006, on average, 92.5% of all children who required a monthly visit, received a visit, compared to 92.8% in Q1, 2006. (Averages cited here are calculated based on quarterly percentages.) URL: <http://cssr.berkeley.edu/CWSCMSreports/Ccfsr.asp#2C>



(Ethnicity data for current reporting period is not available.)

## PERMANENCY OUTCOMES

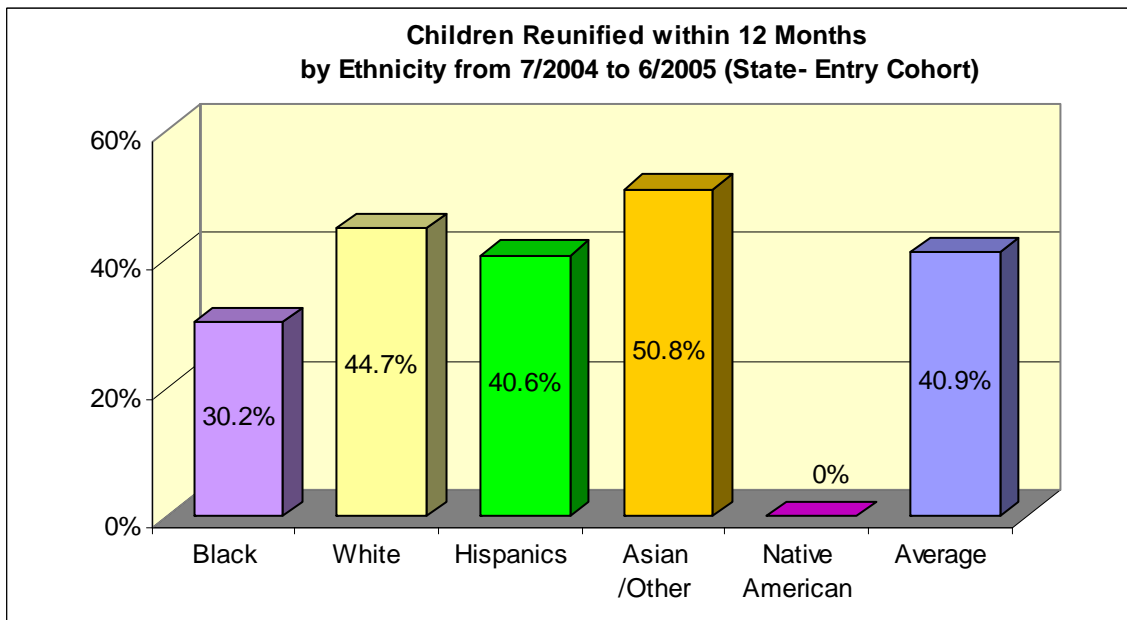
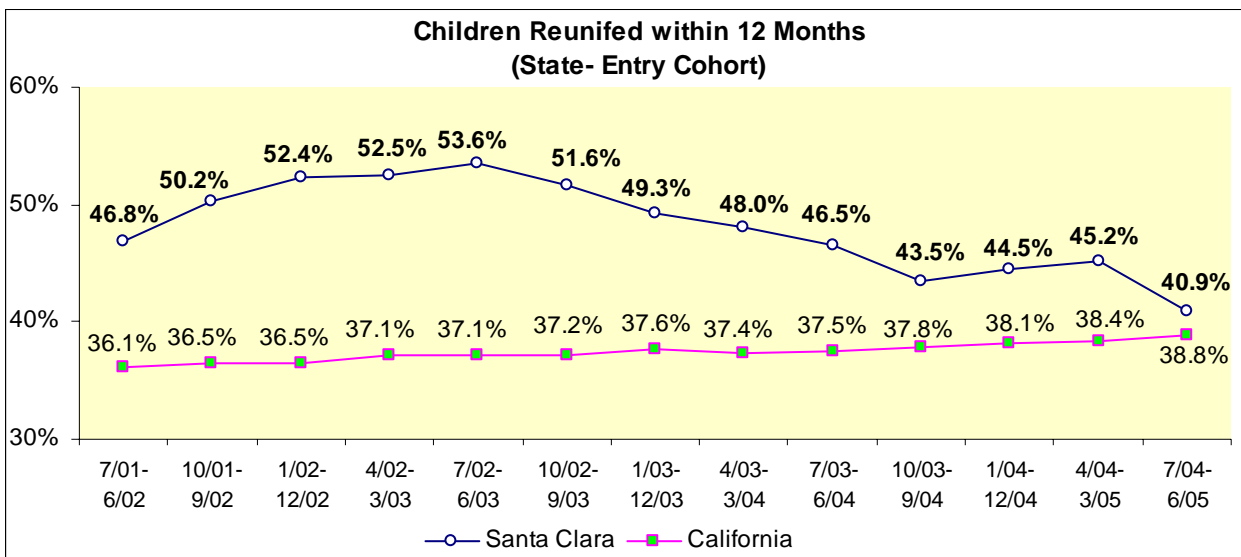
These measures are designed to reflect the number of foster care placements for each child (who entered care and stayed five days or more), the length of time a child is in foster care, and the rate that children re-enter foster care after they have returned home or other permanent care arrangements have been made.

### Length of Time to Exit Foster Care to Reunification (3A)

*(This outcome indicator reflects the percentage of children reunified within 12 months of removal from the home.)*

- 40.9% of all children who entered care for the first time (and stayed five days or more) during 7/2004-6/2005 were reunified within 12 months, compared to 45.2% in 4/2004-3/2005.

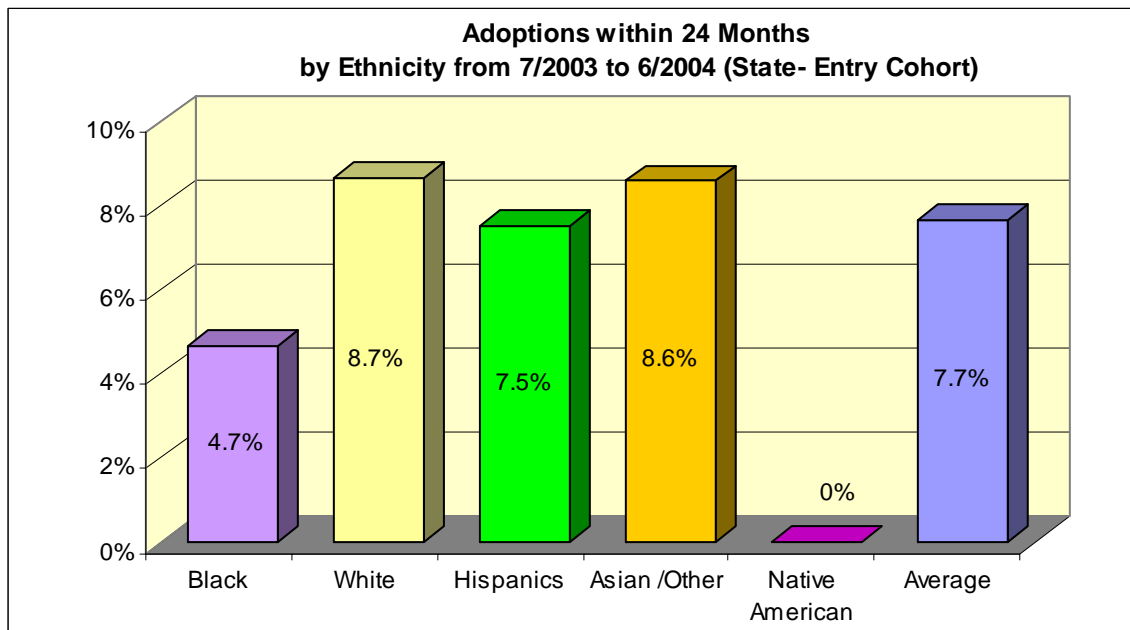
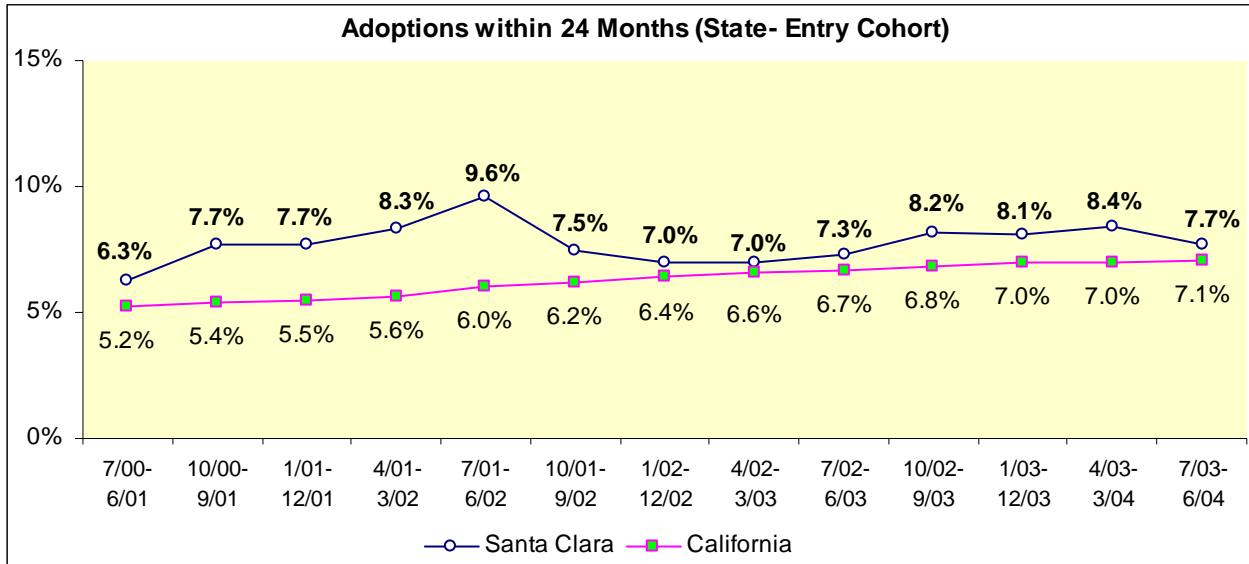
URL: <http://cssr.berkeley.edu/CWSCMSreports/Cohorts/exits/>



**Length of Time to Exit Foster Care to Adoption (3A)**

(This outcome indicator reflects the percentage of children adopted within 24 months of removal from the home.)

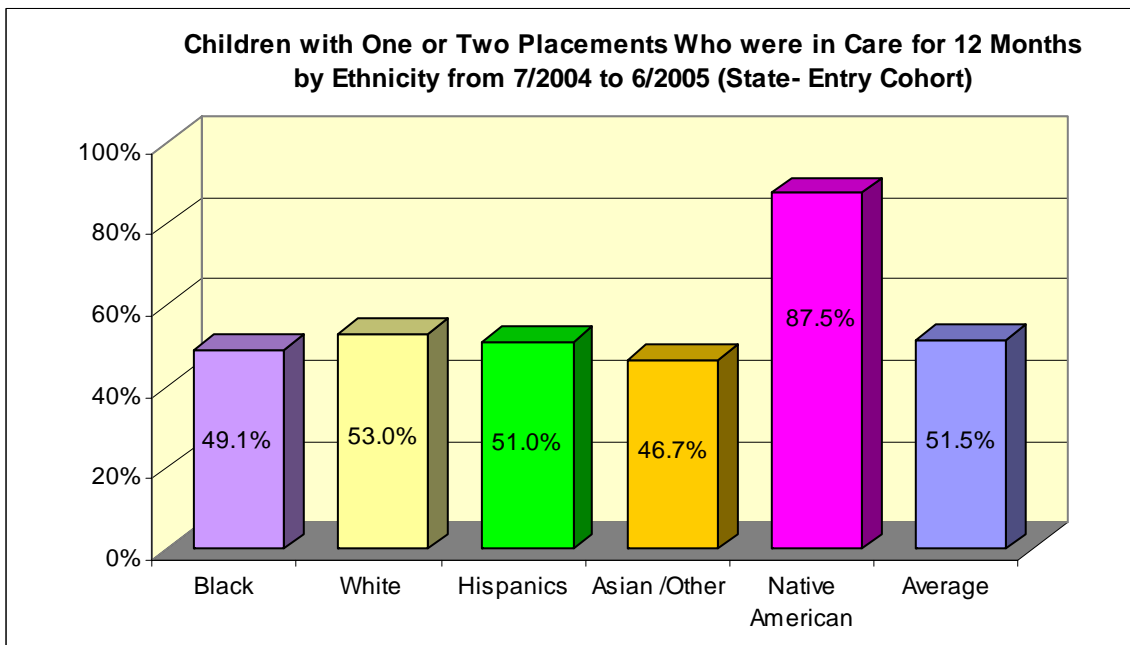
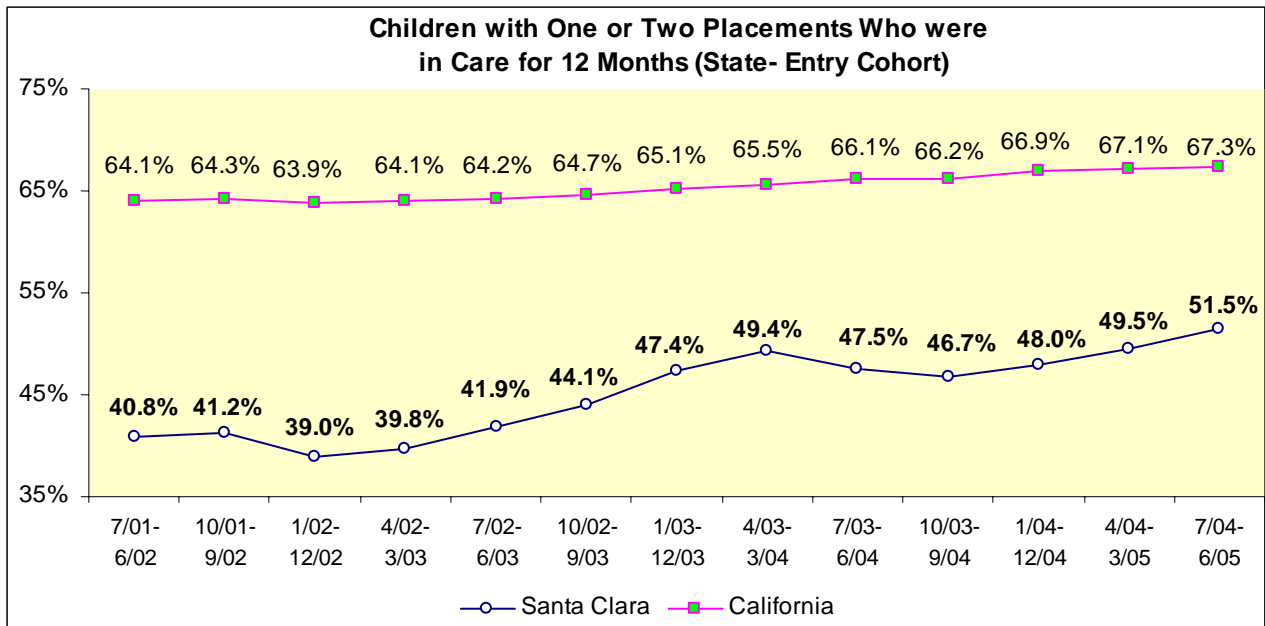
- 7.7 % of all children who entered care for the first time (and stayed five days or more) during 7/2003-6/2004 were adopted within 24 months as compared to 8.4% in 4/2003-3/2004  
 URL: <http://cssr.berkeley.edu/CWSCMSreports/Cohorts/exits/>



**Multiple Foster Care Placements (3C)**

*(These measures reflect the number of children with no more than two placements during 12 months of placement.)*

- 51.5% of all children who entered care for the first time (and stayed five days or more) during 7/2004-6/2005, and were in care for 12 months had no more than two placements, compared to 49.5% in 4/2004-3/2005. URL: <http://cssr.berkeley.edu/CWSCMSreports/cohorts/stability/>

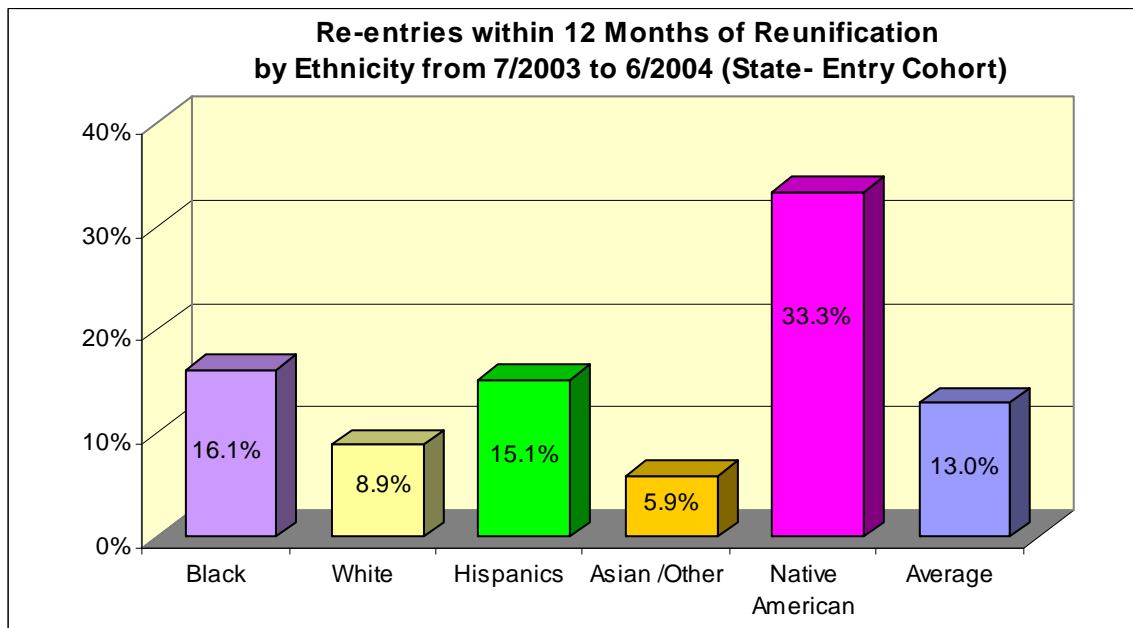
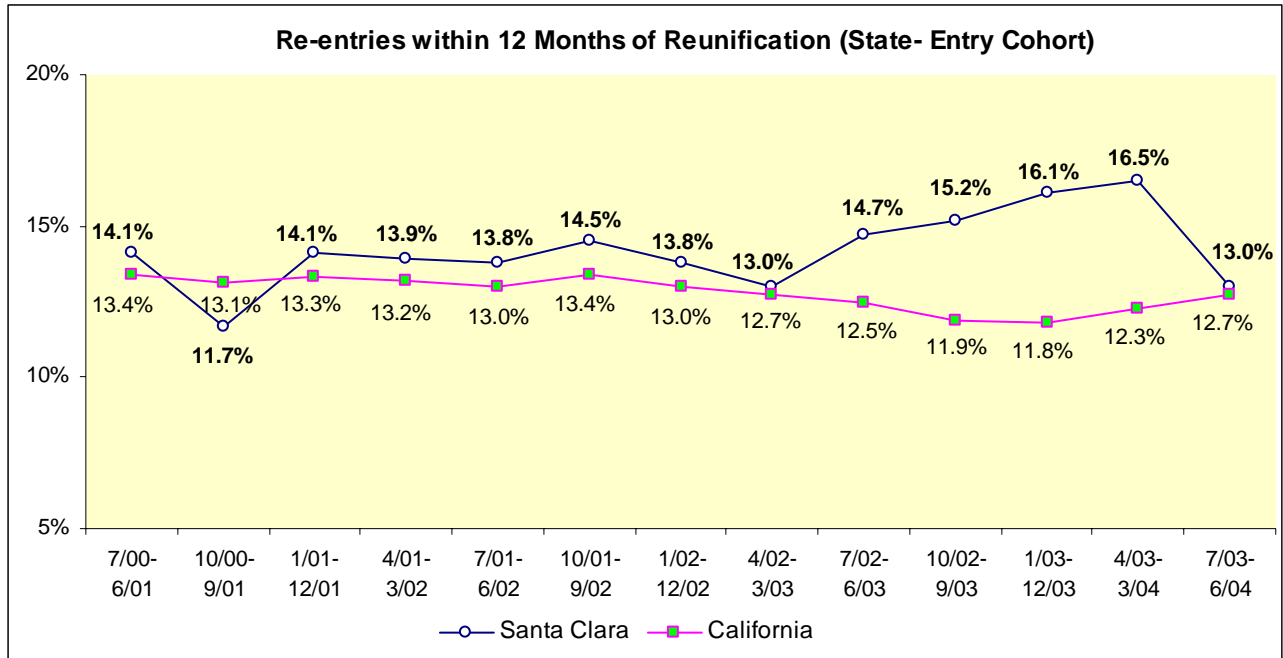


**Rate of Foster Care Re-entry into Child Welfare System (3G)**

(This indicator reflects the number of children who re-enter foster care subsequent to reunification or guardianship.)

- 13% of all children who entered care for the first time (and stayed five days or more) during 7/2003-6/2004 and were reunified within 12 months of entry, re-entered care within 12 months of reunification, compared to 16.5% in 4/2003-3/2004.

URL: <http://cssr.berkeley.edu/CWSCMSreports/Cohorts/reentries/>



## CHILD AND FAMILY WELL-BEING OUTCOMES

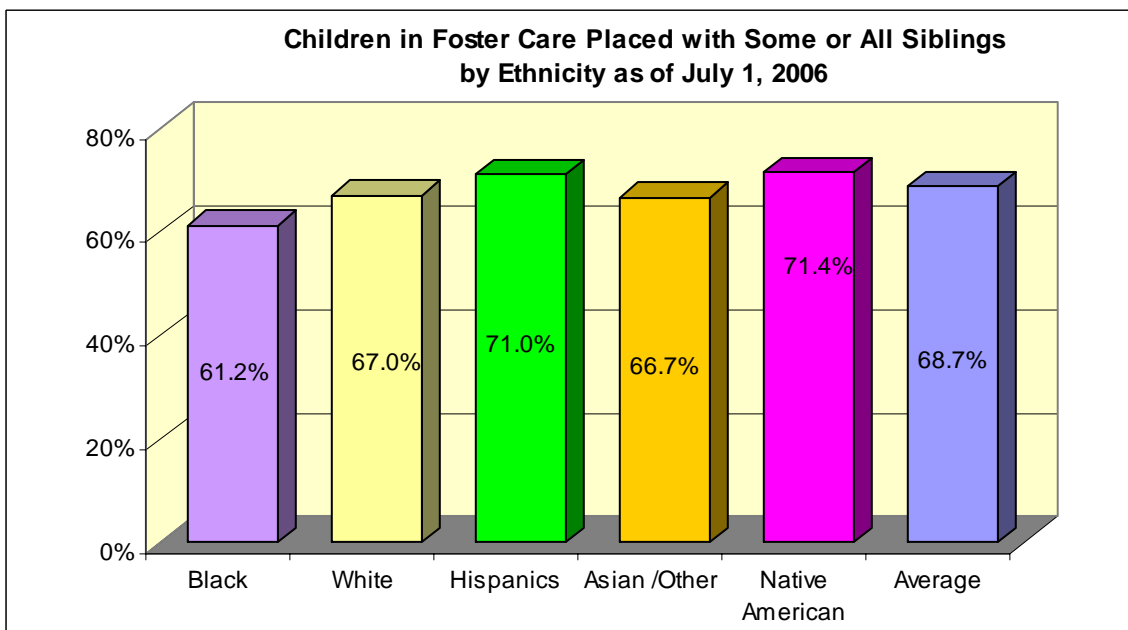
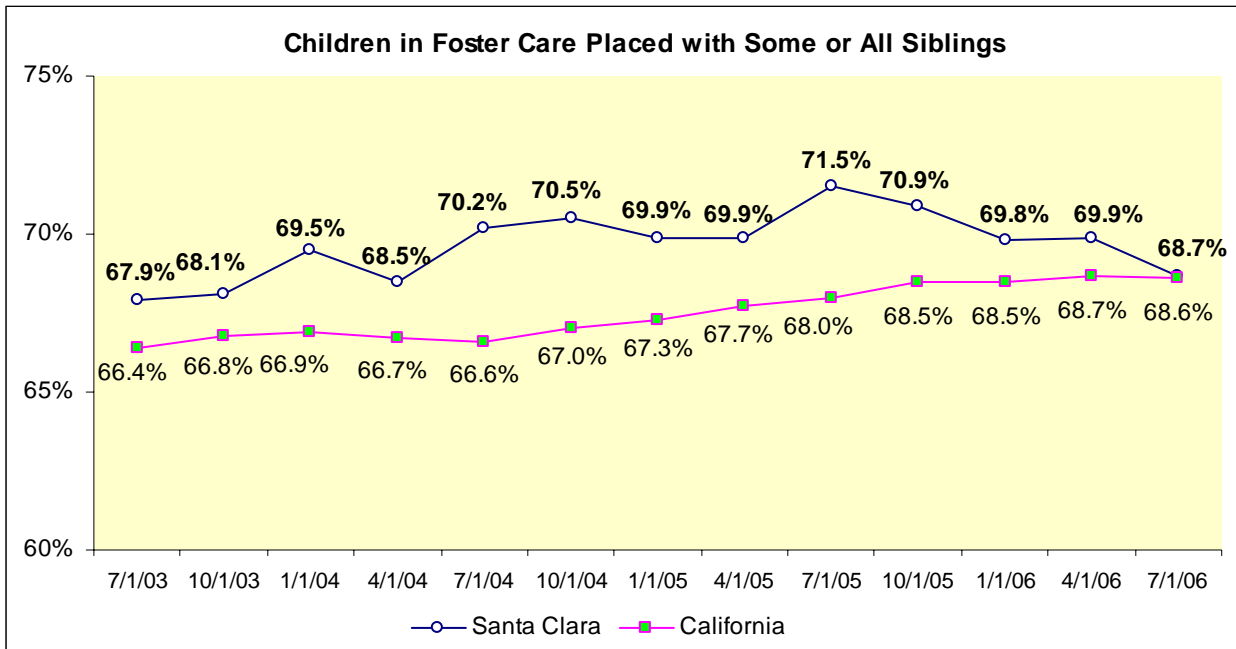
These measures reflect the degree to which children in foster care retain relationships with their family and extended communities with whom they are associated at the time of removal from their parents.

### Siblings Placed Together (4A)

*(These measures reflect the number of children placed with all or some of their siblings in foster care.)*

- Of all children in care on 7/1/2006, 68.7% of siblings were placed with some or all siblings, compared to 69.9% on 4/1/2006.

URL: <http://cssr.berkeley.edu/CWSCMSreports/pointintime/fostercare/childwel/siblings.asp>



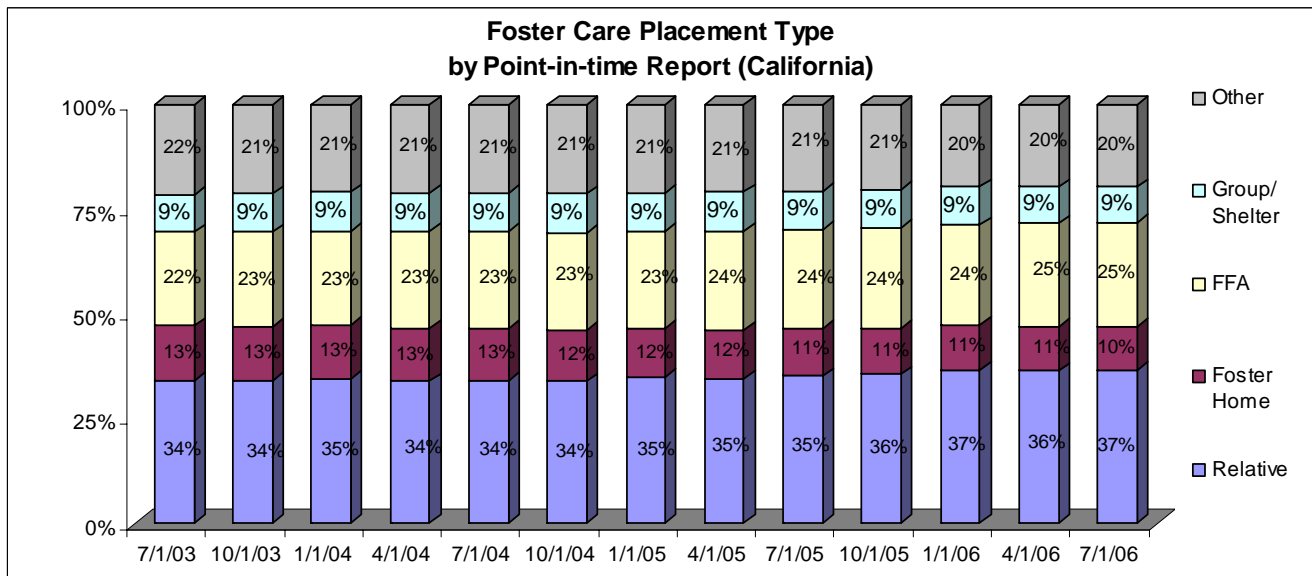
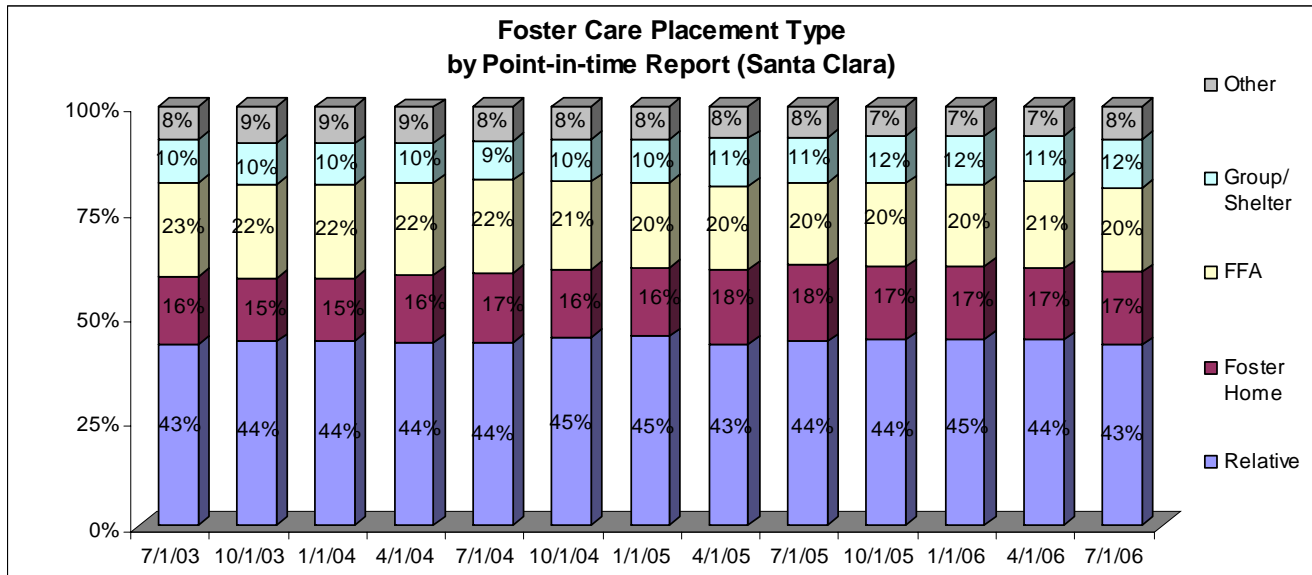


**Foster Care Placement in Least Restrictive Settings (4B)**

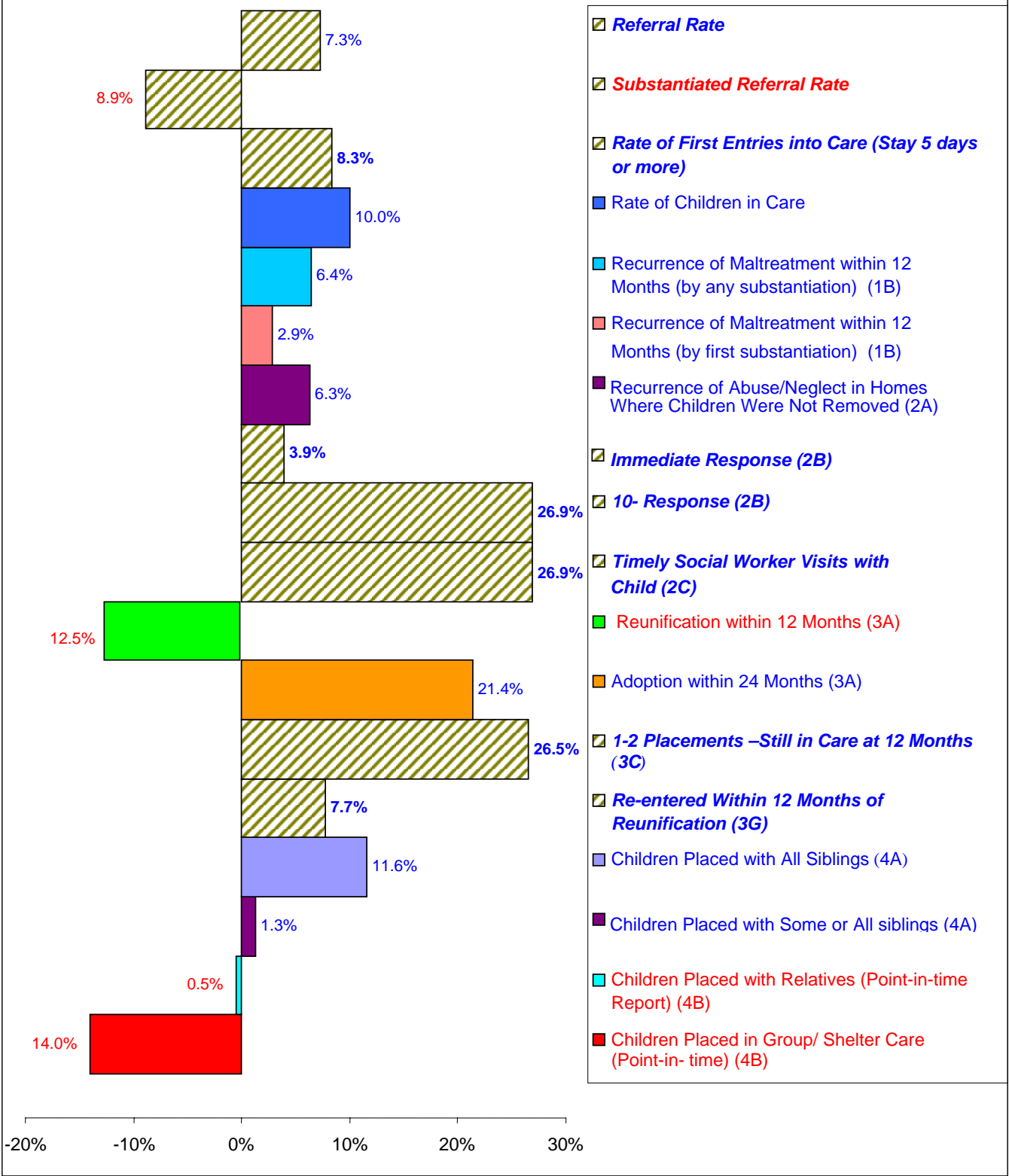
*(This indicator reflects the percentage of children placed in each type of foster care setting/facility.)*

- Of all children in supervised foster care on 7/1/2006 (point-in-time reporting), 43% were placed with kin/relatives, 17% were in foster home placement, 20% were in placement with Foster Family Agencies, 12% were in Group/Shelter care, and 8% were in other types of placements.

URL: <http://cssr.berkeley.edu/CWSCMSreports/pointintime/fostercare/childwel/ageandethnic.asp>



## Performance on State-Enhanced AB636 Measures (From Baseline to Most Recent Data Report Period)



**Notes:**

1. Percent change is calculated by dividing the actual change from baseline number/percentage by baseline number/percentage, which illustrates the magnitude or decline from baseline.
2. Measures and percentages changes in **blue** = performance improved and **red** = performance declined.
3. SIP related outcomes measures are in **bold italic** font.

## FEDERAL AND STATE PERFORMANCE

The table below provides a summary of Federal and State **quarterly** performance. For evaluation purposes, performance changes less than 0.5% are rated as “relatively unchanged” except for Abuse in Care that has a small threshold.

Federal and State Performance at a Glance			
SCC's Five SIP Target Areas	Measures Contained in this Data Report	Federal Measures	State Measures
Reduce First Entries of Children of Color	Background data- Incidence Rates	Referrals- Increased* Substantiated Referrals- Increased* First Entries- Increased* Rate in Care- Decreased *	
	Recurrence of Maltreatment	Relatively unchanged <b>(Below Standard)</b>	Any substantiation- Relatively unchanged* 1 <sup>st</sup> substantiation- Relatively unchanged *
	Abuse in Care (New methodology)	No change*	NA
	Recurrence of Abuse in Homes where Children were not Removed	NA	No change*
Timely Response	Timely Response	NA	IR- Relatively unchanged Ten-Day Response- Decreased*
Timely Visits	Timely Visits	NA	Relatively unchanged *
	Reunification	Improved* <b>(Met Standard)</b>	Decreased*
	Adoption	Relatively unchanged* <b>(Met Standard)</b>	Decreased*
Reduce Multiple Placement	Placement Stability	Improved <b>(Below Standard)</b>	Improved
Reduce Reentries	Reentries	Relatively unchanged * <b>(Below Standard)</b>	Improved
	Sibling Placement	NA	All Siblings- No change*; Some/All Siblings- Declined *
	Foster Care Placement by Initial Placement	NA	Group Home/Shelter placement decreased 3% to 66%; Foster Home placements increased 2% to 21%. Relative placements decreased 1% to 9%.
	Foster Care Placement by predominant Placement	NA	Relative placements decreased 2% to 35%, Foster Home placements increased 3% to 31%; Group Home/Shelter placements increased 1% to 21%.
	Foster Care Placement by Point-in-time Placement	NA	Relative placements decreased 1% to 43%; Foster Home placements remained at 17%; Group Home/Shelter placements increased 1% to 12%.
	Children Transitioning to Self-Sufficient Adulthood	NA	The number of youth receiving ILP services decreased. The rate of youth completing vocational training or becoming employed or having other means of support increased while the rate of youth achieving high school diplomas decreased.

\*Performance exceeds State average.

## **Milestones Achieved and Next Steps**

All new DFCS initiatives are conducted from a systemic perspective and will be integrated within the Department of Family and Children's Services (DFCS) existing infrastructure, policies, practices so that they may be sustained beyond the established grant periods, and become the way business is conducted.

The following are the milestones achieved by workgroup since the last report, as well as the strategies and tasks for next steps. The California Connected by 25 (CC25I) strategies has been integrated into the existing workgroups and new workgroups have been established for certain CC25I strategies, as well.

### **1. Children of Color:**

#### **Milestones Achieved**

- ✓ Analyzed processes for substantiating referrals
- ✓ Case file review of 25 randomly selected substantiated referrals completed

#### **Next Steps**

- Implement 2007 plan to reduce disproportionality
- Document findings and consider recommendations from case file review

#### **Risk/Safety Assessment (RSA)**

#### **Milestones Achieved**

- ✓ RSA Tool selected-Comprehensive Assessment Tool (CAT)
- ✓ Conducted focus groups on cultural competence of CAT
- ✓ CAT tool refined to include cultural competence focus group findings
- ✓ Developed CAT policies and procedures
- ✓ Managers, Supervisors, and all Social Workers trained on the use of CAT
- ✓ CWS Helpdesk staff available to help will functional aspects of the tool in CWS/CMS computer system

#### **Next Steps**

- Establish CAT clinics to provide additional support to staff following training
- Continue to receive CAT technical assistance
- Continue on-going CAT evaluation for improvements
- Analysis of service outcomes in relation to CAT data fro service improvements

#### **Differential Response (DR)**

#### **Milestones Achieved**

- ✓ Community workgroup established
- ✓ Pre-pilot testing for Path 1 and 2 completed
- ✓ Database selected and acquired
- ✓ Service delivery for Path 1 finalized
- ✓ Path 1 and 2 pilot implemented
- ✓ CWSOIP funding for Path 1 and 2 obtained
- ✓ Initial criteria for Path 4 developed
- ✓ Demographic and short-term outcome data collected
- ✓ In process of mapping DR database to child welfare system database

#### **Next Steps**

- Finalize implementation of DR database
- Finalize structure for Path 4
- Obtain additional funding for Path 1, 2 and 4

### **2. CC25:**

#### **Continuum of Care Housing**

#### **Milestones Achieved**

- ✓ Housing Needs Assessment for all 17 year olds completed
- ✓ THP+ Plan developed and approved by CDSS

#### **Next Steps**

- Expand information/analysis of housing needs assessment of transitioning foster youth.
- Implement THP + plan

**Continued  
Next Steps**

- Continue linkage efforts with community housing providers which receive funding under the Foster Youth Housing Initiative
- Receive TA and pursue housing partnerships with developers.
- Maximize appropriate utilization of new Transitional Housing Placement Program resources

Training and Employment

**Milestones  
Achieved**

- ✓ Mission College Career Pathways (CP) cohort (15-former foster youth) completed first semester
- ✓ San Jose City College CP cohort (17-former foster youth) enrolled
- ✓ Career Pathways sustainability plan developed.
- ✓ Gavilan College Career Pathways first cohort developed
- ✓ DFCS Employment Services Unit established and to date 100 youth (unduplicated count) have served.
- ✓ DFCS Employment Services unit has developed and instituted pre-assessment screening tool to determine best services/programs to offer youth

**Next Steps**

- Implement Mission and San Jose City College 2<sup>nd</sup> and 3<sup>rd</sup> CP cohorts
- Continue recruitment outreach efforts to former foster youth by utilizing CWS data queries, counselors calling 111 identified youth, distributing CP literature to youth, ILP providers, and community partners.
- Develop a single training and employment assessment tool for foster youth that would be consistently administered by SVWIN
- Establish formal referral process for youth who are interested in participating in the Career Pathways Project, but do not qualify for the Project
- Expand DFCS Work experience/OJT program

Financial Literacy

**Milestones  
Achieved**

- ✓ Match sources/sustainability partnerships developed
- ✓ IDA case-mgmt program and resources in place
- ✓ Financial Literacy curriculum developed

**Next Steps**

- Develop an Individual Development Accounts (IDA) program and create 30 accounts for youth
- Establish partnerships with banks, youth and community boards
- Identify “door opener” opportunities for youth (e.g., discounts, preferred access to services)
- Conduct survey to identify youth’s needs in regards to financial literacy. Ask members of the Youth Advisory Board to administer the survey and provide members with a stipend for their work.
- Develop a youth mentor program
- On-going recruitment and financial literacy training of youth and enrollment in IDA program

K-12 Education

**Milestones  
Achieved**

- ✓ Eastside Union High School District pilot program MOU developed to assist foster youth to improve math and reading skills.
- ✓ An educational rights training is provided quarterly

**Next Steps**

- Implement Eastside Union Pilot program
- Further develop and refine strategies to improve educational outcomes based on model pilot program with Eastside Union
- Develop, test and implement youth educational needs assessments
- Partner with School Linked Services to maximize services to foster youth
- Implement DFCS policies and procedures to improve CWS/CMS educational data for foster youth
- Request standing court orders and develop Memoranda of Understanding to address confidentiality issues and to facilitate communication about students between schools and DFCS

**Continued  
Next Steps**

- Develop policies and procedures to facilitate the timely transfer of students' records when foster youth move and a student transfer notification system to ensure prompt enrollment of foster children and youth

**3. SIP Data Team:**

**Milestones  
Achieved**

- ✓ Two research projects conducted an examination of practices and patterns relating to children experiencing multiple placements and relating to re-entry into care within 12 months of child's return home.
- ✓ Reviewed and analyzed results of research projects referenced above

**Next Steps**

- Maximize use of current data gathering system to track data concerning education, employment, housing, interaction with the criminal justice system, health, and drug and alcohol use.
- Train staff on a new data system to be used by the five participating CC25 counties
- Start entering data in new system
- Include data needs identified by CC 25 partners, including the Board of Supervisors

**4. Joint Decision Making:**

**Milestone  
Achieved**

- ✓ Since July 2003 over 2700 Team Decision Making meetings have occurred

**Next Steps**

- Standardize utilization of Emancipation Conferences throughout DFCS
- Develop an Emancipation Conference Plan to ensure all foster youth have periodic conferences beginning as young as age 14 designed to rally family and support people to help the youth get on course and stay on course towards successfully acquiring life skills, and accomplishing educational and career objectives, within the context of a stable living environment and necessary supportive services.

**5. Timely Visits and Response:**

**Milestones  
Achieved**

- ✓ Analyzed out-of-county placement data
- ✓ Refined data on timely visits for out of county placements

**Next Steps**

- Analyze out-of-county placement data
- In process of tracking performance on Safe Measures

**6. Resource Development and Utilization:**

**Milestone  
Achieved**

- ✓ Two surveys to identify barriers and resource utilization conducted, which included social worker staff and Foster Family Agencies

**Next Steps**

- Develop an Early ILP Education and Outreach Program
- Strengthen integration of services between ILP service providers
- Develop education and training for caregivers
- Examine and modify as necessary the content of the current programs in the contract ILP service provider agencies; improve communication between youths' social workers and the ILP; and, improve communication between the ILP and the youth's caregivers and support systems, in order to increase youth's access and participation in the ILP.
- Identifying youth's needs and planning how best to ensure the availability of critical support services to enable youth to maximize their participation in educational, employment and housing opportunities (e.g., counseling, childcare, legal services, etc.).

## 6. Quality Assurance and CWS/CMS Data Entry:

### **Milestones Achieved**

- ✓ Case management monitoring tool developed and provided to all continuing units (This proactive tool provides deadlines to enable workers to achieve compliance)
- ✓ Caseload reduction plan implemented.
- ✓ On-going development of On-line Policies and Procedures (OPP)
- ✓ On-going monthly all-staff mandatory training concerning policies and procedures

### **Next Step**

- CWS/CMS data entry training for new supervisors and social workers, including refresher courses for existing staff scheduled (on-going basis)

## 7. Family Finding:

### **Milestones Achieved**

- ✓ Initial group of 40 children identified for Family Finding efforts
- ✓ In November 2006, Family Finding staff began attending initial hearings to gather family information to ensure connections early on

### **Next Steps**

- Family Finding manual in development
- Continue to increase identification and placement with relatives by integrating Family-to-Family principles into practice (on-going)
- Develop policy to establish timelines for Family Finding process from referral to transfer of responsibility of the family to the pre-disposition social worker (on-going)
- In process of developing protocols to define roles and responsibilities of the DI worker, relative worker and pre-disposition worker
- In process of developing Authorization protocol for all SW staff reference
- Identify best practices to ensure permanency for youth
- Link 40 foster youth with caring committed adults
- Develop permanency and resiliency training for DFCS staff and other CC251 partners
- A criterion is being developed to ensure children with priority status are focused on, including legally freed older children in need of connections

With the **System Improvement Plan**, DFCS established a planning and implementation structure of workgroups that are responsible for identifying the gaps, strategies, and outputs. The Leadership Team (comprised of the Agency and Department Directors, Deputy Director, and community representative, and Program Manager) and the Implementation Team (comprised of the Leadership Team, chairs of the workgroups, and community representatives) keep the teams apprised of the progress of the workgroups, engage them when appropriate to address challenges the workgroups are facing, and obtain guidance when necessary.

SSA's Office of Governmental Relations and Planning provides and distributes a summary of Santa Clara County's Data Report to stakeholders, community partners, and staff on a quarterly basis to track and monitor progress in meeting self improvement goals. If you have questions pertaining to this report, please contact Lydia Romeo, Project Manager at (408) 491-6738 or by e-mail at [lydia.romeo@ssa.sccgov.org](mailto:lydia.romeo@ssa.sccgov.org).