

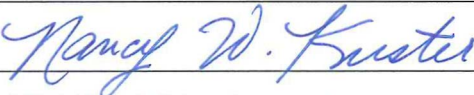
CALIFORNIA - CHILD AND FAMILY SERVICES REVIEW

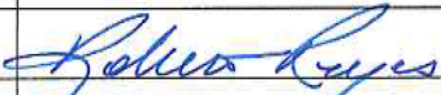
Annual System Improvement Plan **Progress Report - Year 4**



SIP PROGRESS REPORT SIGNATURE SHEET

2024 SIP Progress Report	
County	San Luis Obispo
SIP Period	2020 - 2025
Outcome Data Period	Q3 2023
Baseline Data Period	Q3 2019

County Child Welfare Agency Deputy Director	
Name	Nancy Kuster
Signature	
Phone Number / E-Mail	(805) 781-1761 / nkuster@co.slo.ca.us
Mailing Address	P.O. Box 8119, San Luis Obispo, CA 93403

County Chief Probation Officer	
Name	Robert Reyes
Signature	
Phone Number / E-Mail	(805) 781-5370 / rreyes@co.slo.ca.us
Mailing Address	1730 Bishop Street, San Luis Obispo, CA 93401

*All signatures must be in blue ink.

CONTACT INFORMATION

Child Welfare Agency	Name	Roxi Selck
	Agency	Department of Social Services
	Phone / E-Mail	(805) 781-1902 / rselck@co.slo.ca.us
	Mailing Address	P.O. Box 8119, San Luis Obispo, CA 93403
Probation Agency	Name	Adam Chambers
	Agency	Probation
	Phone / E-Mail	(805) 781-5377 / achambers@co.slo.ca.us
	Mailing Address	1730 Bishop Street, San Luis Obispo, CA 93401
Public Agency Designed to Administer CAPIT & CBCAP	Name	Sandra Jimenez
	Agency	Department of Social Services
	Phone / E-Mail	(805) 781-1841 / sjimenez@co.slo.ca.us
	Mailing Address	PO Box 8119, San Luis Obispo, CA 93403
CAPIT Liaison	Name	Sandra Jimenez
	Agency	Department of Social Services
	Phone / E-Mail	(805) 781-1841 / sjimenez@co.slo.ca.us
	Mailing Address	PO Box 8119, San Luis Obispo, CA 93403
CBCAP Liaison	Name	Sandra Jimenez
	Agency	Department of Social Services
	Phone / E-Mail	(805) 781-1841 / sjimenez@co.slo.ca.us
	Mailing Address	PO Box 8119, San Luis Obispo, CA 93403
PSSF Liaison	Name	Sandra Jimenez
	Agency	Department of Social Services
	Phone / E-Mail	(805) 781-1841 / sjimenez@co.slo.ca.us
	Mailing Address	PO Box 8119, San Luis Obispo, CA 93403

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INTRODUCTION

The California Child and Family Services Review (C-CFSR) System was developed from the Child Welfare System Improvement and Accountability Act (AB 636, 2001), mandating that each of California's fifty-eight counties be evaluated in achieving outcomes through the California Outcomes and Accountability Systems (COAS). This process includes the County Self-Assessment (CSA), a Peer Review, a System Improvement Plan, Annual System Improvement Plan Progress Reports, and a review of quarterly UC Berkeley data reports.

The CSA is a comprehensive review of the Child Welfare Services and Juvenile Probation placement programs, from prevention and protection through permanency and aftercare. The CSA is completed by the County of San Luis Obispo every five years, in coordination with local community partners. The CSA creates the foundational framework for the System Improvement Plan (SIP). The County, in an effort for continual system improvement and evaluation, must complete both a CSA and Peer Review.

The Peer Review provides the County with qualitative information about their programs by examining CWS and Juvenile Probation practices and policies that impact outcomes for children and families. The qualitative data is gathered from peer Social Workers, Juvenile Probation Officers, and community partners examining the identified areas of strength and areas in need of improvement. Additionally, the Peer Review also offers the opportunity for sharing successful efforts across Counties.

The results of the CSA and Peer Review are used to support the development of the SIP. The SIP is an operational five-year agreement between CDSS, the County of San Luis Obispo Child Welfare Services (CWS), and the County of San Luis Obispo Probation. The SIP is monitored by the California Department of Social Services (CDSS) and by the County through quarterly data reports, annual Stakeholder Meetings, and annual SIP Progress Reports.

The County of San Luis Obispo 2020 SIP is a commitment to improvement in the focus outcome areas determined to be most in need of improvement for both CWS and Juvenile Probation for the reporting period of 2020 through 2025. Within the SIP, the SIP Chart details specific action steps, timeframes, and improvement goals that are approved by the County Board of Supervisors.

The SIP focus for CWS consists of one outcome measure and two systemic factors:

- Outcome Measure: P5 Placement Stability
- Systemic Factor: Staff, Caregiver, and Service Provider Training
- Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment and Retention

The SIP Strategies for CWS are to:

- Improve retention of workers within the Family Maintenance/Family Reunification (FM/FR) units by providing consistent training and coaching identified by staff.
- Implement specialized training to support early and ongoing assessments of children.
- Improve youth placement stability with a focus on ages eleven to seventeen by strengthening engagement, collaboration, and support.
- Increase the number of resource-family homes for youth ages eleven to seventeen by developing and utilizing creative outreach and recruitment strategies.

The SIP focus for Juvenile Probation consists of one outcome measure:

- Outcome Measure: P2 Permanency in Twelve Months (In Care 12 – 23 Months)

The SIP strategies for Juvenile Probation are to:

- Improve family connections by enhancing Family Finding and Child and Family Teaming.
- Develop a specialized foster home for high-needs probation foster youth or youth transitioning out of the Coastal Valley Academy.

The County of San Luis Obispo's 2023 SIP Progress Report includes updates for:

- Areas needing improvement.
- Goals and strategies that were successful.
- Goal timelines set to meet state and federal compliance standards.
- Collaborative efforts with stakeholders to meet these goals.
- The SIP Chart.

CWS and Juvenile Probation managers and staff reflected on changes made throughout Year 3 that distinguished annual progress from the prior 2022 SIP Progress Report. Due to delays associated with the COVID-19 Pandemic, the 2022 SIP Progress Report covered Year 1 (2020) and Year 2 (2021).

The OCAP liaison continues to collaborate with local OCAP grantees/providers and the state consultant to ensure prevention, early intervention, and treatment services are aligned with the 2020 SIP. The OCAP providers meet with the OCAP liaison quarterly to monitor outcome performances, and services, standardize practices, streamline data collection, acknowledge successes, and address gaps in services. OCAP grantees also participate in the C-CFSR process and work with the county to complete the annual OCAP Report. OCAP grantee participation is crucial in aligning the CSA, SIP, and OCAP reports.

Community Action Partnership of San Luis Obispo (CAPSLO) continues to serve as the primary provider for the Promoting Safe and Stable Families (PSSF) and Child Abuse Prevention Intervention Treatment (CAPIT) funds. Both CAPSLO and their subcontractor, The LINK, provide SAFE family advocates offering community-based family advocacy, parent education, and concrete support services for vulnerable families at family resource centers. Outcomes are measured via quarterly contract reports and meetings between CAPSLO and CWS. Additionally, the OCAP program manager meets with The LINK SAFE family advocates quarterly to review outcome performances, address trends, and address gaps in services.

SIP PROGRESS NARRATIVE

STAKEHOLDERS PARTICIPATION

Throughout the year, stakeholders are involved in the implementation of the County's SIP strategies and action steps. The following workgroups involve birth families, former youth in care, resource parents, tribal representatives, San Luis Obispo County Office of Education (SLOCOE), Court Appointed Special Advocates (CASA), Department of Rehabilitation (DOR), and other child and family serving professionals.

Stakeholder Meetings

In addition to the C-CFSR Core Team meetings made up of CWS and Probation managers and supervisors, San Luis Obispo held CFSR Stakeholder Meetings that were attended by parents and service recipients, service providers, resource, and adoptive parents, CWS and Probation staff, and other interested community members, totaling in 61 active participants. Stakeholders were asked for feedback through open discussions, breakout sessions, in-meeting polls, and follow-up surveys. The information gathered from stakeholders was reviewed by the Core Team and was used to support the CQI process. An example of feedback during the Stakeholder Meeting was to reduce the stigma children/youth in care face by increasing trauma-informed care training for those who may encounter families through their work as first responders or educators and applicants who would like to become resource or adoptive parents.

AB 2083 System of Care Interagency Team

The System of Care Interagency Team (SOCIT) works collaboratively to identify gaps in the current system. SOCIT works to fill those gaps by maximizing resources and reducing barriers to entry into community-based services. Through collaboration and addressing local barriers, SOCIT seeks to improve placement stability for youth already in care and prevent the entry of new families into CWS and Juvenile Probation systems. The system partners commit to being data-driven and to transparently sharing information, to the extent allowable.

Child Abuse Prevention Planning Team/Child and Family Wellness Collaborative

The Child Abuse Prevention Planning Team (CAPPT) renamed the Child and Family Wellness Collaborative meets monthly. The vision of CAPPT is to develop a united system of prevention resources. The system will prioritize child abuse prevention planning efforts and resources that help families stabilize and reunify if they have already required the intervention of CWS or Juvenile Probation. CAPPT aligns with California's plan for the Family First Prevention Services Act (FFPSA) and SB 2083 System of Care.

Interagency Meeting

The Interagency Meeting is a quarterly multiagency meeting utilized to capture the community stakeholder perspective. Local county stakeholders include CWS staff, school district representatives, resource parents, Public Health, Drug and Alcohol Services, family resource centers, and multiple other community partners.

STATUS OF OUTCOME MEASURES AND SYSTEMIC FACTORS

CWS OUTCOME MEASURE: P5 PLACEMENT STABILITY

Permanency outcome measure P5 Placement Stability measures the rate of placement change for all children who enter foster care in a 12-month period. Child Welfare Services continues to examine factors that affect placement stability. The examination of these factors has identified opportunities to improve placement stability for children in care, especially adolescents and older youth.

The County's overall performance rate of 3.82 placement moves per 1,000 days in care meets the Round 4 compliance standard, which is to have a rate the same as or lower than 4.48 moves.

This measure included children who entered foster care during the twelve-month period and remained in foster care for eight days or more. The rate of children in foster care is calculated utilizing the total number of placement changes during that period as the numerator, over the total number of days children spent in care as the denominator. For example, two hundred children in care for six days each (200×6) would total 1,200 total days in care. The number of placement changes is then divided by the total number of days in care. To continue this example, 14 placement changes among all two hundred youth over the six-day duration would be divided by 1,200 days ($14/1200$) for a rate of .01166 changes per day; to provide for a more meaningful analysis, this rate is multiplied by 1,000 to give us the rate of changes per 1,000 days ($.01166 \times 1,000$), resulting in a rate of 11.67 placement changes per 1,000 days.

Year 4 (Q3, 2023) static data from the California Child Welfare Indicators Project (CCWIP) at the University of California at Berkeley (UCB) documents 86 placement moves for San Luis Obispo County's youth over the year ending Q3, 2023. These youth spent a total of 22,502 days in foster care over that period, which results in a placement move rate of 3.82 per 1,000 days in foster care ($86/22,502 \times 1,000$).

With a rate of 6.38, youth ages 3-5 experienced the highest number of placement changes based on their days in care (22/3,446). Children ages 6 to 10 experienced the next highest rate at 4.53 (24/5,302), followed by children ages 16 to 17 at a rate of 4.09 (4/977), children ages 11 to 15 at 4.05 (20/4,944), children ages 1 to 2 at 2.72 (8/2,939), and the age group with the lowest number of placement changes, children under the age of 1 at 1.63 (8/4,894). This supports the County's focus on emphasizing the need for resource families to commit to caring for school-aged youth and teens, in addition to sibling groups and youth with special needs. The County emphasizes this focus during interagency meetings with community partners; in recruitment and reporting materials available to the public and other agencies; and at public engagement opportunities such as television and radio news segments, community service group presentations, and acknowledgments at the local City Council and Board of Supervisors meetings.

Based on ethnic group, Latino children had the highest rate of placement change at 4.68 (29/6,196). White children experienced the next highest rate of placement change at 3.90 (54/13,851), followed by a substantial fall in the rate for Native American children at 2.25 (2/890), and finally, children for whom ethnic group data was missing at 1.24 (1/809). There were no Black or Asian/Pacific Islander children reported during Q3, 2023. Continued dialogue, staff training, and evaluation and assessment of participation rates and outcomes demonstrate the County's ongoing commitment to addressing

disproportionality and overrepresented groups of children in foster care and families involved with the Child Welfare system.

Based on sex at birth, female children had a higher rate of placement change at 5.06 (52/10,279) than males at 2.78 (34/12,223). No children were listed as intersex or were missing data.

To improve placement stability by further reducing the number of placement changes a youth experiences, the overall goal of CWS is to improve recruitment and retention efforts of both resource family homes (matched and unmatched homes) and social workers. When social workers are not retained, the turnover affects both placement stability and social worker fatigue, especially in the FM/FR units where the social workers feel the burden of carrying higher than optimal caseload sizes during periods of staff turnover. The most recent cohorts are spending approximately 155 hours in formal training, plus the time in offices shadowing experienced workers. Increasing social worker retention should result in families experiencing fewer changes in social worker assignment, which supports placement stability.

Collaborative efforts continue to be made by the Department (CWS and PS), community partners, youth, caregivers, and family advocates to equip staff, resource parents, and youth in care with resources and training to mitigate conflicts as they arise and build healthy relationships, which support placement stability.

Utilizing a common language between agencies, resource parents, and youth enables a more productive navigation of services to support placement stability, such as mental health services, Wraparound services, education resources, transitional-age youth services, and more. Having a multi-agency approach is particularly impactful because of the relatively low number of youths in care and the number of days in placement.

The Department analyzed the dynamic data from Quarter 3, Year 4 from SafeMeasures (extract date 01/26/2024) with the following criteria in mind: This measure displays the rate of placement moves per day of foster care for children who enter foster care in the selected 12-month period. SafeMeasures counts the total number of placement moves and the total number of days in foster care at the end of the selected 12-month period, and then multiplies it by 1,000 to determine the rate of placement moves per 1,000 days.

The following exclusions apply:

- Entries to foster care and exits from foster care (including exits to trial home visits, runaway episodes, and respite care) are not counted as moves.
- Foster care episodes that last less than eight days are excluded. Episodes longer than eight days are counted for the number of placement days within the 12-month period.
- Youth age over 18. For youth who turn 18 during the selected period, placement days are calculated up until their birthday.

Includes: Children who entered foster care between 10/01/2022 and 09/30/2023.

The total compliance rate is at 3.9%, which is lower than the UCB static data. A closer analysis provides additional details.

The dynamic data includes 135 youth, a total of 86 placement moves, and a total of 22,195 days in placement. Each distinct case data was pulled and the following results support that those with the highest number of placement moves are older adolescents and youth between the ages of 10 and 17.

- 84 of 135 youth (62.2%) did not experience any placement change while in care for a total of

13,266 days.

- 38 youth who experienced 1 placement change over 4,999 days (38/4,999). The placement rate for youth in this group is 7.6.
- 7.4% of youth experienced 2 placement changes over 2,011 days (10/2,011). The placement rate for youth in this group is 4.97.
- 6.7% of youth experienced 3 placement changes over a sum of 2,673 days (9/2,673). The placement rate for youth in this group is 3.37.
- 1.5% of youth experienced 4 placement changes over 538 days (2/538). The placement rate for youth in this group is 3.7.

Referencing the above data, only 11 youth experienced three or more placement changes. Of these 11 youths, two were between the ages of 11 and 18. This demonstrates a reduced rate of placement change among adolescents and teenagers and demonstrates the Department's focus on Action Steps A – F and the resulting impact on P5. Some of the action steps completed in Strategy 3 include:

- Collaborating with CDSS to engage resource parents in the Akido Pulse Surveys to identify which supports and resources would yield the highest impact for youth in care and their caregivers.
- Expanding the QPI workgroup to include additional stakeholders allowed for additional resources to be shared and training opportunities that support the needs of older adolescents and teenagers in care.
- Updating county policies and procedures to align with the Integrated Core Practice Model (ICPM) supported staff in the efforts to support placement stability and permanency for youth in care.

To increase placement stability through resource parent retention efforts, the County works to identify and provide needed support and resources to assist resource families in providing a loving and nurturing temporary home. One way the County does this is through in-person appreciation events for resource and adoptive families.

In-person resource and adoptive family appreciation events provide the County an opportunity to engage current and prospective resource families in meaningful conversations, which often results in the resource families self-identifying additional support needed from the County or community. The County strives to meet the needs of both the youth in care and the whole family to prevent crises that can lead to placement instability. Any identified needs are brought back to the Placement, Recruitment, and Retention Program Manager (PM) and the Foster Support Unit Supervisor. The manager and supervisor collaborate to meet the needs of the family. If the need cannot be met internally, the County will connect the family to the appropriate community support. For instance, six families were unable to attend the August Back to School event due to work and family obligations, general exhaustion, or residing in remote locations. Rather than allowing the families to go without support, staff hand-delivered items to every family who missed the event. As a result, the Department was able to provide one hundred and eighty-seven backpacks filled with school supplies and bags filled with groceries for the entire family. Resource parents reported that the backpacks, school supplies, and groceries helped alleviate expenses and stress related to returning to school and providing a fun experience for the entire family. Resource parents provided feedback during the events and through workgroups that meet regularly, such as the monthly QPI workgroup, the Options for Recovery workgroup, and the quarterly Interagency workgroup.

CWS SYSTEMIC FACTOR: STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING

Systemic factors can support child safety, permanency, and well-being outcomes. CWS chose to focus on the Systemic Factor: Staff, Caregiver, and Service Provider Training.

Continued provision of specialized training and collaboration by the Department with staff, community partners, youth with lived experience, caregivers, family advocates, and resource parents serve to strengthen communication, and relationships, and mitigate conflicts. Ongoing teaming and the cultivation of relationships support placement stability.

In year 4, the Department focused on continuous quality improvement of the Induction Training and Shadowing Program and the provision of mandatory specialized training. The Department concurrently focused on program development for Safety Organized Practice, Child and Family Teaming, Anti-Human Trafficking (CSEC and Labor Trafficking), and Specialized Parent Coaching for children and families with any involvement with CWS.

Families considering or providing Permanency receive quarterly specialized training on topics requested by families or staff. Specialized training is provided in conjunction with an option to participate in the free Parent Coaching Program. Families and individuals can receive 1-5 coaching sessions with Ron Huxley, LMFT, an expert in attachment, trauma, and permanency. This unique model was developed specifically to support placement stability and reduce reentries into care.

Curriculum and program development in the CWS New Social Worker Induction Training included ongoing evaluation and expansion of a hybrid model provision, reintroduction of the Department of Probation tour, and the implementation of a Boundaries Module and Quality Face to Face Contacts and Documentation Module. Staff resources created include the Shadowing Note Template for CWS Social Workers and the Shadowing Note Templates for CWS Social Work Supervisors.

In addition to ongoing program updates to the Training Shadowing Program and revised ongoing training, CWS also focused on providing experienced social workers with routine and specialized training to support social worker retention; particularly for the FM/FR units.

Increased FM/FR social worker retention will result in families experiencing a higher level of social worker continuity and support. The Department tracks staff utilization and implementation of training materials through direct supervision and case reviews.

One of the roles of supervisors is to align social workers' direct practice with the Department's practice model, Safety Organized Practice (SOP). The SOP practice model provides staff with explicit guidance on how they are expected to work to achieve improved outcomes for children, youth, and families. In general, and particularly in implementing SOP, the role of the supervisor involves several key functions. Four of the main key functions of the supervisor are education, support, administration, and clinical function.

- Educational supervision: Addressing the knowledge, attitudes, and skills required to perform the job effectively.
- Supportive supervision: Improving worker morale and job satisfaction by helping with job-related discouragement and giving staff a sense of worth as professionals, a sense of belonging in the agency, and a sense of security in their performance.
- Administrative supervision: Ensuring adherence to agency policy and procedures and provision of oversight to ensure accountability and effectiveness.
- Clinical supervision: Developing the skills, understanding, and capacities of the supervisee

through the reflection of their practice; encouraging critical thinking and analytical skills; focusing on social work engagement interactions/strategies.

Supervisors review cases with each social worker a minimum of monthly during case conferences, including visitation plans, case plans, SDM utilization, and Safe Measures outcomes. Additionally, supervisors review and approve all court reports, case plans, findings, and orders before submission to the Legal Processing Unit, which then files them with the Court.

Supervisors provide direct supervision at monthly Concurrent Planning Meetings. Each meeting involves the primary social worker, the secondary social worker, and at least one of their supervisors. If the social worker cannot attend the monthly meeting, they will share the information with their supervisor who will attend the meeting and speak on their staff's behalf.

The Integrated Core Practice Model (ICPM) helps create culturally relevant and trauma-informed systems of care that strengthen the voice and choice of the child, youth, and family and build consensus around their strengths and needs in service planning and delivery. The practice of working together as a team is at the heart of ICPM and central to the implementation of family-centered practice and the continuum of care. As such, CWS provides specialized training to resource families and other child-serving professionals. Specialized resource family training prepares resource families for the dynamics of dealing with age-appropriate attachment behaviors, trauma, and typical adolescent behaviors. Internal workgroups, such as the Resource Family Recruitment and Retention Workgroup and QPI Workgroup, continue to provide support in the recruitment and retention efforts of caregivers, with a focus on youth between the ages of eleven to seventeen.

During year 4, there were new training opportunities identified and implemented. Collaboration between CCTA and department management resulted in the Father Engagement Training and Skills Lab, Supervisors and line staff brought forth the idea for Family Centered Practice and Teaming, and collaboration between staff development and PACT partners (Preventing and Addressing Child Trafficking) resulted in the Human & Labor Trafficking Toolbox. Additionally, the Department phased out the foundational SOP Modules Training Series and transitioned to practice integration of SOP into the larger umbrella of Family Centered Practice and Teaming. To accomplish this, the PM and PRS in Staff Development overseeing SOP and CFTs convened a workgroup with SOP leads, and supervisors and rebranded SOP to reflect a greater emphasis on unit-specific practice implementation and delivery of ongoing specialized training by the unit supervisor. This practice and training model cultivates relationships among staff, supports increased confidence and job satisfaction, creates a consistent framework and shared accountability for skill development, and serves as a collective clarified vision for service delivery.

The consistent provision of coaching during supervisory conferences and a mirrored parallel process with Division Managers and supervisors were co-constructed. Unit-specific conference sheets were developed which provide a concrete framework for integration in monthly conferences, guidance for coaching, documentation of implementation outcomes, and identification of staff training needs.

Monthly Family Centered Teaming Session launched in December 2023. During teaming sessions social workers and social work supervisors meet virtually to staff cases and receive coaching and assistance with family engagement and completion of SOP Tools. Examples include completion of the three-column map, safety planning, harm and danger statements, exploration of circles of support, etc. These voluntary teaming sessions achieve high staff participation rates ranging from 12-30 staff per session and are anticipated to continue to be well received and attended. This program also functions as a peer mentor group to support staff job satisfaction and retention.

Monthly Family Centered Teaming creates a consistent space for staff to receive support and mentorship, shared learning, and cultivation of ongoing relationships all of which will support social worker retention, best practice integration, and supervisory and division manager quality assurance oversight.

During the Year 4 review period, CWS staff were provided with the following trainings:

- Structured Decision Making (SDM) Hotline Tool
- ICPM Father Engagement Skills Lab (New in Year 4)
- ICPM Working with Fathers in CWS
- SB 89 Sexual and Reproductive Health and Wellness for Foster Youth
- Safety Organized Practice (SOP) Module and Coaching Program
- Child and Family Team (CFT) Coaching and Shadowing Program
- Family Centered Practice and Teaming Program (New in Year 4)
- Induction Training Shadowing Program
- Trauma Informed Care (Ron Huxley Resources)
- Anti-Human Trafficking Prevention and Intervention Training/Cool Aunt Series
- Safety Organized Practice Toolbox
- Human and Labor Trafficking Toolbox (New in Year 4)

During the review period, resource families were provided with the following trainings:

- Options for Recovery (OFR) 3-Part Series. Training transitioned from 4 to 3 days and is now offered quarterly.
- Trauma Informed Parent Coaching Program
- Adoption Toolbox Training and Parent Coaching Program
- Trust Based Relational Intervention (TBRI) monthly in RFT 1&2 sessions monthly, sessions 3/4 are provided quarterly. (Sessions 3 & 4 are new to resources parents in Year 4)
- SB 89 Sexual and Reproductive Rights of Foster Youth
- Medication Management
- QPR Questioning Prevention Response Suicide Prevention quarterly
- Trauma Informed Parent Coaching Program
- Adoption Toolbox Training and Parent Coaching Program
- Anti-Human Trafficking Prevention and Intervention Training/Cool Aunt Series

During the review period, community partners were provided with the following trainings:

- Foundations of Safety Organized Practice (SOP)/Integrated Core Practice Model (ICPM)
- Anti-Human Trafficking Prevention and Intervention Training/Cool Aunt Series
- Trauma Informed San Luis Obispo Collaborative Specialized Training

- The Cool Aunt Series – Ongoing Training
 - 19 Attendees
- San Luis Obispo Botanical Gardens
 - 14 Attendees
- Restorative Partners
 - 12 Attendees
- Crisis Intervention Training, San Luis Obispo Sheriff's Dept.
- Crisis Hotline, Transitions Mental Health
 - 33 Attendees
- Human Trafficking Prevention & Intervention Presentations provided to Community Partners
 - Lumina Alliance
 - 15 Attendees
 - Behavioral Health School Counselor
 - Approximately 25 attendees (confirm data)
 - Freedom Calling HT 101
 - 15 attendees

In Year 4, CWS experienced a notable decrease in employment turnover of social workers and supervisors. Reports were provided via HR Management, and an internal Department created and maintained the database. The main report provided pertains to social worker turnover classified by position, not by program. Therefore, the following data pertains to social workers and supervisors within the Department of Social Services (DSS), which includes Adult Protective Services (APS) and In-Home Supportive Services (IHSS), in addition to CWS.

During the baseline year 2019, twelve social workers left the Department, plus an additional three social workers due to retirement. These were excluded from the comparison as retirements are typically pre-planned and dependent on outside factors.

During Year 4, five social workers left the Department for reasons other than retirement. Of those five, there were three resignations from CWS: 1 from ER, 1 from FM/FR, and 1 from Adoptions. There were two transfers out of CWS into other branches and 1 retirement from CWS and APS respectively.

With twelve social worker departures (due to reasons other than retirement) in baseline 2019, the five Social Worker departures in Year 4 represent a 58% decrease in social worker turnover. Likewise, staff retention of Social Work Supervisors also experienced more stability in Year 4.

In Baseline 2019 there were two transitions out of supervisory positions due to reasons other than retirement. In Year 4 there were no transitions of supervisory positions other than one promotion to Division Manager. Additionally, although the 2019 Baseline data did not account for management positions, during Year 4 one CWS Division Manager was promoted to Deputy Director of the Children's Services Branch.

To further support workforce retention and succession planning, the Department will be one of 5 counties per CDSS region, participating in a workforce analysis study. The Proposed Process for Job Redesign in California will assess workload and job redesign considerations for ER and FM/FR units

and will include an in-depth analysis of duties, skills, competencies, and job descriptions. The first phase of this project is targeted for October 2024 and will be included in the next SIP cycle. The Department is hopeful that participation in this study will provide information to guide skill development, workload equity, and staff retention and create paths for promotion for staff which will translate to job satisfaction, workforce retention, and great stability in service delivery to children and families.

Table 1.1 Demonstrates the number of social workers who departed DSS by calendar year.

Social Workers

	Baseline 2019	Year 4 2023
Resignation/other	12	5
Retirement	3	2
Total	15	6

Table 1.2 Demonstrates the number of social worker supervisors who departed DSS by calendar year.

Supervisors

	Baseline 2019	Year 4 2023
Resignation/other	2	0
Promotion		1
Retirement		0
Total	2	1

However, in Year 3 SOP lead social workers were promoted to supervisor, creating vacancies. There were no supervisor promotions in Year 4. However, the department anticipates that the SOP Leads will continue to be competitive candidates for potential promotion. This demonstrates that while the provision of SOP specialized training has a positive impact on staff retention, the result of internal promotions can contribute to a high social worker vacancy rate. Vacancies for any reason result in higher caseloads, as new social workers must be recruited, hired, trained, and placed on the line to fill them. Although internal promotions have clear benefits, including staff retention, new supervisors leave behind social worker vacancies. Their caseloads were redistributed to the remaining social workers at the time of their promotion.

Staff Development collects and records attendance for all CWS training utilizing an internal training database called Training Management System (TMS). TMS can generate reports tracking training hours for all staff. The monthly training report is provided to supervisors and managers for compliance review. Staff Development sends e-mail notifications of mandatory and voluntary training as available. The SWS and SW discuss training progress in their monthly conference and develop a plan to complete any missed training(s). The Staff Development CWS Training Manager and Program Review Specialist continue to provide monthly training reports, notifications to staff who are out of compliance, and advance clarified information provided for training opportunities to support

mandatory training compliance.

In addition to the completion of the training, Staff Development continues to request attendees to complete satisfaction surveys to assess the efficacy of the training and the need for additional training support. Overall feedback has been that staff would like to continue virtual training, with consideration of a smaller number of in-person training when beneficial, such as SOP.

During Year 4, the Resource Family Pre-Certification Training program has been under continual refinement to provide equitable, comprehensive, and responsive trauma-informed training. The purpose of the initial pre-certification training program revisions was to provide resource families with more expansive and specialized training to best prepare the resource families, increase resource parent retention, and positively impact placement stability for youth in care. The training curriculum was expanded from twelve hours to twenty-three hours to accommodate additional training and specialized topics. The following specialized and expanded trainings were included in the revised Resource Family Pre-Certification Training:

- TBRI
- SOGIE
- Human Trafficking/The Cool Aunt Series
- SB 89 Sexual and Reproductive Rights of Foster Youth

All potential resource families (unmatched or matched, with or without placement) are required to attend a two-hour orientation training before enrolling in pre-certification Training. Unmatched potential resource families must additionally complete a one-hour informational meeting. These requirements were implemented in response to feedback that families entering pre-certification Training would benefit from additional knowledge and understanding of the needs of children and families in our community and the process of becoming a resource home. The additional training is also an opportunity for families to ask questions and receive information before the commencement of the certification timeframe. Since the implementation of these revisions and supported by recruitment efforts, we have seen an increase in the number of families entering and completing pre-certification for unmatched homes.

For FY 2022/2023, there were forty-nine unmatched leads. Of the unmatched leads, thirty-five enrolled and attended information meetings or orientations (71% conversion rate). Of the thirty-five who attended an informational meeting or orientation, nineteen enrolled in RFT classes (54% conversion rate). Of the nineteen that enrolled in RFT classes, fifteen completed the training (80% conversion rate). Of the fifteen that completed RFT training, ten were certified and five withdrew applications for personal reasons - Four because of family issues and one due to poor timing (66% conversion rate).

CWS SYSTEMIC FACTOR: FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

With the winding down of the COVID-19 pandemic, CWS was able to begin transitioning from fully virtual modalities for resource parent recruitment and retention, to a hybrid model, which includes more in-person events.

CWS continued collaborative efforts with local media outlets, with public service announcements on local television stations. Additionally, CWS maintains a YouTube channel specific to foster care, which houses more than thirty recruitment and educational videos. A partial selection of videos posted to

the SLO Foster Care YouTube Channel include:

- Christmas Drive Thru 2023 (12/2023)
- San Luis Garbage builds bikes for kids in need this holiday season (12/2023)
- Our colleagues in Social Services could use our help! (12/2023)
- The Board of Supervisors recognizes November as National Adoption Month (11/2023)
- SLOCounty Employees as Foster Families what their Thanksgiving traditions are (11/2023)
- SLOCounty helping Santa fulfill holiday wishes (11/2023)
- 2023 Back to School Backpack Drive (8/2023)
- National Foster Care Month presentation to the Board of Supervisors (5/2023)
- National Foster Care Month (5/2023)
- SLO County Celebrates the Families Who Step Up (1/2023)
- What do SLO County Families Look Like (1/2023)
- SLO County Foster Families Offer Love (1/2023)

CWS collaborated with several community partners to hold gratitude events to thank county-approved resource family homes and adoptive family homes by providing them extra support during the year. In August, November, and December of 2023 CWS held drive-thru events in collaboration with community partners. The August Back-to-School event provided 174 youth in care with backpacks filled with school supplies, lunch boxes, and water bottles, along with snack boxes for the entire family. The November Giving Thanks event provided resource and adoptive families (111 people) with a turkey, fixings for a holiday meal, gift cards, board games, and holiday decorations. The December Holiday Drive-Thru event provided resource and adoptive families (271 people) with holiday meal boxes, stockings filled with gifts, gift cards, books, blankets, and sweet treats.

In Year 4, CWS continued to focus on developing our support resources and retention. We had many businesses, and individuals come forth to support Operation Santa and the Giving Thanks event. For recruitment, we implemented a campaign to saturate various county public spaces with information about becoming a resource parent. Additionally, we held 6 in-person recruitment events at various faith-based communities, which yielded 4 unmatched inquiries.

PROBATION OUTCOME MEASURE: P2 PERMANENCY IN 12 MONTHS (IN CARE 12 - 23 MONTHS)

Masking has been performed in this section to protect the privacy of individuals served by the California Department of Social Services (CDSS): Values of 10 or less and calculations based on values of 10 or less are noted as 'M'. For additional information, see CDSS's Data De-Identification Reference Guide [here](#).

Findings from the CSA Community Stakeholder Forums, Focus Groups, and Peer Review Events indicated an area of opportunity for Probation to improve efforts in assisting youth who had been in foster care for 12 to 23 months attain permanency within 12 months. Although Probation was underperforming in this and other outcome measures, as indicated in the Baseline data (Q3, 2019), P2: Permanency in 12 months (in care 12-23 months) was selected for this C-CFSR Cycle, as improvements made with performance in P2 would likely positively impact Probation's performance in P1: Permanency in 12 months (entering foster care) and P3: Permanency in 12 months (in care 24+

months). In the Baseline data (Q3, 2019), Probation had zero (0) of “M” eligible youth attain permanency within 12 months (in care 12 – 23 months), which fell below the National Standard of 43.6%>. In the following two years, Probation continued to have zero youth attain permanency within 12 months (in care 12 – 23 months).

- Year 1 (Q3, 2020), zero (0) of ‘M’ eligible youth
- Year 2 (Q3, 2021), zero (0) of ‘M’ eligible youth

Beginning in Year 3 (Q3, 2022) the National Standard was updated to 43.8%> and Probation had no eligible youth to meet the criteria that year. In Year 4 (Q3, 2023), Probation had 100% of eligible youth attain permanency within 12 months (in care 12 – 23 months).

Probation’s small sample size can have a significant statistical impact on performance measurements, but it often does not correlate with a trend of low performance. To support youth in attaining permanency, Probation continued to use Wraparound Services, Resource Family Homes, and Probation’s Coastal Valley Academy (CVA) in-custody treatment program, which serves as an alternative to sending youth to an STRTP. Other strategies that have helped with addressing the challenge of youth attaining permanency have included continued collaboration and coordination between Probation and CWS, encouraging parent participation in family counseling, and increasing services for youth transitioning from the in-custody portion of CVA into the aftercare phase of the program.

To further improve performance in this outcome measure, Probation has contracted with a local Foster Family Agency, Family Care Network, Inc. (FCNI), and established a specialized foster home for high-needs probation foster youth or youth transitioning out of CVA. While the contract was being developed for a Wraparound Therapeutic Foster Parent Model Home, Probation and FCNI actively worked to onboard a resource parent and establish the home location. Additionally, Probation has provided specialized Family Finding training to the Probation Placement Unit Senior Deputy Probation Officer and has begun initiating Family Finding Efforts (FFE) at intake/investigations for all probation cases. Lastly, Probation has trained several Deputy Probation Officers to facilitate Child and Family Team (CFT) meetings, thereby allowing Probation to facilitate CFTs for all youth under court-ordered supervision.

Probation will continue focusing on the following strategies:

- Supporting the Specialized Foster Home
- Enhancing Family Connections

Overarching Themes Discovered During the Assessment

- Apart from one substantiated incident in 2016, Probation has remained consistent at 0% for substantiated maltreatment of youth in foster care.
- The number of youth in care has continued to decrease for Probation over the past six years; youth who have remained in care have complex and challenging needs, including multigenerational trauma, involvement with CWS and the criminal justice system, untreated mental health and substance use issues, as well as conditions associated with poverty (e.g., reduced family income, family instability, unemployment, lack of transportation, and housing instability).

STATUS OF STRATEGIES

CWS STRATEGY #1: IMPROVE RETENTION OF WORKERS WITHIN THE FM/FR UNITS BY PROVIDING CONSISTENT TRAINING AND COACHING IDENTIFIED BY STAFF

ANALYSIS

Identify opportunities for continual staff development through social workers, supervisor, and manager suggestions, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement. CWS identified the need to increase worker retention, specifically within the Family Maintenance/Family Reunification units. The total number of allocations for Family Maintenance/Family Reunification social workers is 18. Since we started tracking this data in 2022, we had a total of 15 social workers resign or retire, which is an average of 33.9% per fiscal year. Units are categorized as Emergency Response/Intake (ER/Intake), Dependency Investigation (DI), Family Maintenance/Family Reunification (FM/FR), Voluntary Family Maintenance (VFM), Resource Family Approval (RFA), and Adoptions. FM/FR workers request to transfer out of the FM/FR units at a higher rate than any other unit. Through surveys and workgroups, CWS determined that the retention rate is impacted by social worker access to:

- Trainings that foster both personal and professional growth
- Timely and accurate data and tools that support case management.
- Training to improve services to marginalized communities, including clients belonging to the LGBTQ+ community and monolingual clients whose identified language is Spanish or Mixteco.

STATUS OF STRATEGY #1 ACTION STEPS

ACTION STEP A. – ONGOING

Identify opportunities for continual staff development through social worker, supervisor, and manager suggestions, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement. Currently, any training that is brought forth and provided is being tracked in the TMS system and monthly training report. Staff Development also meets quarterly with the Central California Training Academy (CCTA) to discuss training needs and what has been requested by management and staff.

An opportunity was provided to social workers and supervisors to receive specialized training to become coaches and trainers for SOP. Currently, 3 supervisors and 3 staff have completed the training to become coaches and trainers for SOP. Recruitment for SOP Coaches is ongoing.

ACTION STEP B. - ONGOING

Establish clear ongoing goals as identified by social workers, supervisors, and managers, referencing regulations, statutes, and agency policies and procedures; SDM and Safe Measures; UCB data; and CMS/BI reports for Family Maintenance/Family Reunification program; utilize established Leadership, Management, and Supervisor meetings to assess and review social worker satisfaction and retention across programs by social worker self-report and feedback from supervisors and managers.

Social workers shared that the number of trainings inundated them. In response, the CWS Training Unit began to filter the training e-mails being sent out, clearly identifying the required training within the body of the training invitation and at the FM/FR and ER/Intake monthly meetings.

To ensure a clear understanding of expectations and accessibility of available tools to monitor self-performance in relation to those expectations, the CWS Training Unit is providing the monthly training report to supervisors for monitoring staff completion of required training. The voluntary training is vetted to ensure relevancy and quality. During Year 3, CWS Staff Development began creating an internal *SafeMeasures Introduction and Basic Navigation* training, after the social worker supervisors requested access to real-time information. With the launch of the training in Year 4, social workers and supervisors will learn how to monitor the completion and timeliness of SDM assessments, contacts, visits (Measure 2F), and CFTs, within their caseloads which will support FM/FR retention.

ACTION STEP C. – COMPLETED IN 06/2022

Provide social worker, supervisor, and manager requested Sexual Orientation Gender Identity Expression (SOGIE) training. CWS SOGIE training was provided to all CWS staff in the fall of 2021 through the spring of 2022. There are three training components to the SOGIE training series (SOGIE 101, SOGIE 102, and SOGIE 103). SOGIE 101 covers the basics of gender identity and expression. SOGIE 102 covers county data, a deeper dive into gender identity and expression, and case plans for CWS staff. SOGIE 103 is a panel that consists of parents of transgender youth, therapists who work with transgender youth, and transgender people. This whole series takes a total of eight hours to complete. Makeup sessions will be provided in Year 3 to staff who missed the SOGIE training that spanned Year 1 and Year 2.

- Total staff who completed SOGIE 101: 109
- Total staff who completed SOGIE 102: 82
- Total staff who completed SOGIE 103: 78

ACTION STEP D. – COMPLETED IN 02/2022

Provide social workers, supervisors, and managers requested Family Engagement and Concurrent Planning training to support improved outcomes of safety, permanency, and well-being. Training was provided through the CCTA. Concurrent Planning 101 and 102 were provided in Year 1 and Year 2 respectively and repeated in Year 3.

- Total social workers and supervisors who completed Concurrent Planning 101: 76
- Total social workers and supervisors who completed Concurrent Planning 102: 38

ACTION STEP E. – ONGOING

Coordinate Engaging Father training to identify tools and strategies to support fathers involved with CWS and improve outcomes of safety, permanence, and well-being.

In Year 3, CWS facilitated the provision of the training, *Working with Fathers in Child Welfare*, through the Central California Training Academy (CCTA) for CWS staff. In year 4, the department is providing the second part in the Father Engagement Series: Father Engagement Skills Lab. This specialized training builds on the importance of father engagement in serving children and families and provides staff with tools and strategies to implement in practice. This continued focus on father engagement aligns with the departments' implementation of Safety Organized Practice, Child and Family Teaming, Motivational Interviewing, and Trauma Informed Practice. Each of these strategies is family-centered and intended to engage the child's family team to support reunification and mitigate placement moves. Training through CCTA will continue until all CWS social workers and supervisors have received the *Father Engagement Skills Lab* training.

CAPSLO was awarded a grant through OCAP to provide direct services through father engagement. The *Supporting Father Involvement* (SFI) curriculum was available through CAPSLO in September 2023, and the first SFI parenting series/education group commenced shortly thereafter. CAPSLO plans to provide services for six to eight couples per session, and offer three sessions annually, each lasting twelve to sixteen weeks. The grant will run through September 2025.

As of the close of 2022, CAPSLO advised that they were still awaiting the contract from OCAP, which they anticipate receiving in March of 2023. To be prepared for implementation upon execution, CAPSLO has moved forward in recruiting positions for the program, including their Data Analyst/Program Assistant. Beginning in Year 4, CWS began referring clients to CAPSLO for father engagement training.

CAPSLO provides direct services to CWS clients through the Positive Opportunities for Parenting Success (POPS2) program. CAPSLO holds three annual parenting series/education groups for six to eight couples using the Supporting Father Involvement (SFI) curriculum. The series will last between twelve to sixteen weeks, facilitated by both male and female group leaders, one of whom must be an LMFT.

In addition to SFI, CAPSLO provides three Parent Café groups for fathers, with a maximum capacity of ten fathers per group. These groups last an average of six weeks; dinner and childcare will be provided to this group as well. Each participant/couple receives case management by the CAPSLO POPS2 Lead Case Manager, who will identify the needs of the family and help them navigate and link to care and supportive services throughout the duration of their participation.

ACTION STEP F. – COMPLETED

Following completion of training, utilize employee satisfaction surveys of attendees to assess efficacy and determine the need for additional training support.

In Year 1, CWS established that future training courses would have a post-training survey via Survey Monkey. In Year 2, CWS began piloting surveys for SOP, and SOGIE training was paused /sunset for program development. The surveys were anonymous, had a low completion rate, and provided minimal feedback which did not help inform changes to practice. As such, during Year 3 it was determined that the Department will reexamine the survey process during Year 4.

Following department evaluation during Year 4, it was determined that the Survey Monkey account will not be renewed.

ACTION STEP G. – COMPLETED IN 06/2022

The CWS Mandatory Training Excel report was created and is sent to the social worker supervisors monthly to track training with their staff. This has improved attendance for mandatory training as their supervisors are aware of who still needs to attend. Additionally, the use of Zoom has increased attendance, as staff are no longer required to travel to attend training.

The process of providing the monthly CWS Mandatory Training Excel, having more communication with both social workers and supervisors on what trainings still need completion, and consistently sending training information and reminders has increased attendance at all trainings. Staff Development has not been tracking the difference in numbers from previous report periods to now, but the tracking of the actual training and seeing the number of staff completing their mandated training has shown this increase. Please see the other training areas of this report for the exact numbers of staff who attended them.

METHOD OF EVALUATION FOR STRATEGY #1

The methods of evaluation for improving the retention of FM/FR social workers continue to include post-training staff surveys, training workgroups, and standing agenda items. FM/FR retention, including transfer and exit data, was added as a standing agenda item to the Leadership Team Meeting to be discussed quarterly, at a minimum. Recommendations and responses are documented in the meeting minutes and shared with supervisors to disseminate to staff. Staff development reviews the feedback and recommendations that are brought to the applicable training workgroups to address any needs and barriers to training.

For example, social workers expressed that they were being inundated with invitations to voluntary training that did not apply to their current assignment. As a result, Staff Development reviewed training course outlines to ensure invitations identified the intended audience and application of the training. Additionally, mandatory trainings are clearly identified as mandatory on the flyers, invitations, and during monthly meetings. This has reduced the number of training e-mails sent to staff, as well as clearly differentiated required training from voluntary or optional training.

High caseloads are frequently a point of concern, given the profession's high turnover rate. CWS continues to request permission to over-fill one to two social worker positions when moving through each social worker recruitment.

CWS STRATEGY #2: IMPLEMENT SPECIALIZED TRAINING TO SUPPORT EARLY AND ONGOING ASSESSMENT OF CHILDREN

ANALYSIS

CWS continues to focus on early and ongoing assessments, including continued utilization of SDM, SOP, CANS, CFT meetings, and Human Trafficking Screening as a key strategy for supporting placement stability for children/youth in the foster care system. Continuous quality improvement and utilization of current strategies for early and ongoing assessments will support increased staff knowledge of these tools and improved practice integration.

These comprehensive inclusive assessments will provide improved support and stability for birth/adoptive families, resource families, and children/youth in care. These assessments will address the needs of the family, and specialized needs for children/youth in care, and provide data and information that can be used to inform case plans. CWS continuously engages community partners, including but not limited to Juvenile Probation, Behavioral Health, San Luis Obispo County Office of Education (SLOCOE), local foster family agencies, CASA, Drug & Alcohol Services, Lumina Alliance (previously RISE and Stand Strong) to participate in these trainings to improve CFT collaboration.

During Year 4, specialized training targeted to support early and comprehensive assessments included a heavy emphasis on skill development in family and youth engagement, Family Centered Practice and Teaming, ongoing implementation of CANS integration in CFTs and case planning, Motivational Interviewing, ongoing implementation of The Cool Aunt Series early intervention and prevention of Commercial Sexual Exploitation of Children and Labor Trafficking, and SDM tool completion throughout the life of a case.

The Induction Class provides CFT/CANS training to all new social workers. CFT training improves outcomes for children and families by integrating the principles and framework of SOP and the inclusion of CANS in case planning. Both CWS and community partners are included in the training for new employees. Continuous development of the internal CFT database, and the development of

specialized reports from our Information Reporting Team, in conjunction with analysis of SafeMeasures, allows ongoing assessment and program improvement. Safe Measures data reflects continued progress in the trend line for the timely completion of CFTs. The Department consistently performs in the top 5 counties for completion of initial CFTs and in the top 10 counties for ongoing CFTs. This progress reflects program development and the specialized training and coaching staff received.

During Years 1 – 3, the SOP Training Module Series remained mandatory training for all CWS social workers and supervisors. This training series provided an SOP overview as well as in-depth training for various topics to support continued integration, skill development, and quality supervision. The goal of the training was to encourage the use of SOP throughout the life of a case, maintain a common language when interacting with clients and community partners, and improve assessment and service delivery to children and families.

In Year 4, due to achieving a high staff training completion rate, CWS was able to shift the department's training focus to skill development rather than foundational knowledge. Family-centered practice and Team unit-specific training for supervisors is anticipated to launch in the Spring of 2024. The SOP Leads, consisting of CWS Supervisors and Staff Development meet monthly to discuss program and training evaluation and continuous improvement to be most responsive to staff training needs.

There are eight SOP Modules in the foundational series. Below is the breakdown of the percentage of staff that completed each module between Year 1 and Year 4:

1. **Preventing and Reducing Trauma in CWS:**
2. **Cultural Responsiveness:** 70% of social workers and supervisors completed.
3. **3 Questions/Mapping/Solution Focused Inquiry:** 78% of social workers and supervisors completed.
4. **Creating Harm and Worry Statements and Safety Goals:** 88% of social workers and supervisors completed.
5. **Interviewing Children and Building Networks:** 82% of social workers and supervisors completed
6. **Permanency and Working with Older Youth:** 73% of social workers and supervisors completed.
7. **Safety Planning:** 81% of social workers and supervisors completed.
8. **Case Planning and Safety Driven Visitation:** 82% of social workers and supervisors completed.

CWS has provided staff and community training on CFTs since 2016 and makes ongoing updates to refine the training to meet the needs of the community and update the presentation to reflect best and current practices. The training includes the ICPM framework, which develops a greater understanding of practice components and clarifies the roles and responsibilities of team members. Department CFTs are facilitated within the SOP framework and support the social worker's completion and integration of assessments throughout the life of the case for children, their families, and caregivers.

Assessments utilized in the CFT meetings include SDM, CANS, SOP (3 Column Map, safety planning, Circles of Support, House of Good), and the Human Trafficking Screening Tool as indicated. A

dedicated CFT facilitator focuses on the front-end CFTs through the Disposition Hearing and provides facilitation support in particularly complex or volatile CFTs. As such, the CFT P&P is continually revised to include updated processes and supports.

Imminent Risk of Removal CFT meetings facilitate rigorous assessment to determine if the child can be safely maintained in the home by engaging CFT members and developing safety networks and circles of support. Continuous training in this area ensures social workers receive the most relevant information to support dynamic understanding and tools that will support family engagement in the case planning process.

Case Planning CFTs support early and ongoing comprehensive assessments to ensure behaviorally specific case plans are responsive to the needs of the children/youth and family. CFTs for Case Planning, before the Dispositional Hearing continue to be an area of practice strength in engaging families in case plan development of behaviorally specific case, plans to support improved outcomes. This practice combined with the expansion of CFT facilitation support for Case Plan Update CFTs before the Status Review Hearing is noted as particularly helpful for new and existing staff in developing the skill and understanding of CFT facilitation through the lens of SOP and family-centered practice.

Placement CFT meetings are convened regarding children/youth involved or potentially involved in out-of-home placement. The meeting involves not only social workers and their supervisors in all placement decisions regarding children/youth, but also birth families, support networks, community members, resource families, and service providers. Involving caregivers in the placement decision-making process provides CWS with better information and allows caregivers to express any concerns for a child's needs.

During Year 4 the Department continued to emphasize equity, inclusion, and the cultivation of additional translation support for monolingual Spanish individuals. Certified Court Interpreters were identified to support critical translation for case planning CFTs. Additionally, a Spanish-speaking CFT Facilitator was selected and is being trained by the department to provide critical CFT Translation for Monolingual SP families. The department anticipates this resource will be available for utilization in SPRING of 2024.

STATUS OF STRATEGY #2 ACTION STEPS

ACTION STEP A. – ONGOING

Continued implementation of SOP and CANS, including the continued development and provision of Specialized Unit Specific SOP training and tool development, coaching sessions, and integration of fidelity tools to assess baseline measures for managers, supervisors, and line and inform program development over time.

CWS will continue to utilize SDM, SOP, CFTs, CANS, and Human Trafficking Screening tools throughout the life of the case to support P5 Placement Stability for children/youth in the foster care system.

The County completes the following SDM tools throughout the life of a case:

- **Hotline Tool** as the preliminary screening to determine the response priority, and to determine the appropriate path of response.
- **Safety Assessment** for all in-person responses to determine if the child can remain safely at home.

- **Risk Assessment** is recommended for all in-person responses and required on all substantiated and inconclusive in-person responses.
- **Family Strengths and Needs Assessment** before writing the initial case plan and before writing each case plan update.
- **Reunification Reassessment** on cases with at least one child in out-of-home care with the goal of returning home, before case plan completion, reunification recommendation, or permanency plan change.
- **Risk Reassessment** and **Safety Assessment** before case plan completion, case closure recommendation, or sooner if new circumstances that affect risk arise.

The County collaborates with County Behavioral Health, Family Care Network Inc., and Seneca Family of Agencies on the completion, coordination, and provision of the CANS entry into CARES-Live. The CANS are received every six months and are used in conjunction with SDM assessments to inform the case plan. CANS are received through an internal database and then entered into CARES-Live. The County then tracks completion of the CANS through SafeMeasures reports and case reviews. The department continues to work with community partners on the completion, transmission, and timely upload of CANS assessments. Challenges have included difficulties with multiple and different reporting templates and timely receipt of updated assessments. The department is conducting an in-depth analysis of Safe Measures data to ascertain gaps and will continue working with agency partners to identify resolution and continuous quality improvement.

ACTION STEP B. – COMPLETED 07/2020

Support new dedicated staff CFT Facilitator position to facilitate front-end CFTs and particularly complex or volatile cases, including developing a CFT policy and procedure for staff to utilize.

ACTION STEP C. – ONGOING

The County continues to track social worker training participation and monitors the completion of required training. Social worker supervisors perform qualitative reviews of SOP, CANS, and CFT completion during monthly conferences and utilize SafeMeasures to confirm legal requirements are met. Antidotal qualitative reviews continue to reiterate the value of early implementation of SOP training for new staff, the importance of supervisor oversight of practice implementation of the ICPM, including SOP, CANS, CFT, ongoing participation of staff in Family Centered Teaming opportunities, and oversight of supervisors and managers for continuous quality improvement.

CWS did not utilize the SOP fidelity tool as CalSWEC determined that additional revisions were needed to improve the tool before piloting, as such it was stricken from the SIP Chart.

METHOD OF EVALUATION FOR STRATEGY #2

CWS monitors specialized training through the monthly internal training report and post-training staff surveys.

CWS STRATEGY #3: IMPROVE YOUTH PLACEMENT STABILITY WITH A FOCUS ON AGES TEN THROUGH EIGHTEEN YEARS OLD BY STRENGTHENING ENGAGEMENT, COLLABORATION, AND SUPPORT

ANALYSIS

All identified action steps to improve placement stability, with a focus on ages ten through eighteen,

were implemented and completed between Year 1 and Year 3 and resulted in a decrease in placement moves, as seen in Outcome Measures P5: Placement Stability results: 3.82.

STATUS OF STRATEGY #3 ACTION STEPS

ACTION STEP A. – COMPLETED 03/2021

Collaborate with the California Department of Social Services (CDSS) to engage resource parents via the Akido Pulse Survey to prioritize support and resources.

ACTION STEP B. – COMPLETED 09/2020

Expand the Quality Parenting Initiative (QPI) workgroup to include additional community stakeholders. This includes mental health professionals, local educators, and family advocates to establish cross-training opportunities and strengthen collaboration. In Year 4, the QPI workgroup added 3 social workers, 2 supervisors, and 1 resource parent. Our continued work on retention through the QPI workgroup is reflected in the improvement of placement stability over the course of the SIP cycle. Baseline data shows an average of 3.95 moves every 1,000 days, whereas, in Q3 2023, the data shows 3.67 placement moves every 1000 days.

ACTION STEP C. – COMPLETED 09/2022

Establish a workgroup for youth-serving professionals and caregivers of adolescents and older youth to improve relationships between caregivers and staff, youth engagement, and access to support/resources.

This was completed with a curriculum for Reaching Teens was completed and disseminated to community partners. Involved agencies will use the T4T curriculum to train staff to assist youth-serving professionals with older adolescents and teenagers in the foster care system to improve placement stability. Twenty-three people participated in the T4T training. Trainees included members of the San Luis Obispo County Office of Education (SLOCOE), resource parents, CWS social workers, CAPSLO supervisors, FKCE trainers, Creative Mediation staff, The LINK SLO, and QPI staff.

ACTION STEP D. – COMPLETED 09/2022

Collaborate with the County of San Luis Obispo Youth Task Force to increase initiatives and support for establishing permanent connections for youth in the community.

CWS participates in the Youth Task Force meetings, which are comprised of various community partners and attended by youth. Community partners share resources, successes, and challenges to improve placement stability. The Teen Task Force Meeting is facilitated by the Chair of Public Safety SLO and attended by multiple agencies and community partners, including but not limited to California Polytechnic State University, San Luis Obispo (Cal Poly) interns, local tribal representatives, licensed clinical social workers, Public Health, family resource centers, San Luis Obispo County Libraries, Restorative Partners, CWS, local police departments.

ACTION STEP E. – COMPLETED 10/2022

Update County QPI policy and practice to align with Integrated Core Practice to improve placement stability and permanency for youth in care.

CWS staff and community partners were trained to become QPI Champions for the County. The champions are CWS social worker supervisors, CWS staff development, community partners, and resource parents. QPI Champions assists with supporting Integrated Core Practice to improve placement stability and permanency for youth in care. As policies and procedures are updated, staff

development ensures that the five core principles of QPI are incorporated. The five principles are:

1. Excellent parenting is the most important service we can provide to children and youth in care. Children need families, not beds.
2. Child Development and trauma research indicates that children need constant, consistent, effective parenting to grow and reach their full potential.
3. Each community must define excellent parenting for itself.
4. Policy and practice must be changed to align with the community's definition of excellent parenting.
5. Participants in the system are in the best position to recommend and implement change.

Additionally, QPI champions attend the CWS QPI meetings, regional QPI meetings, and QPI trainings that are offered year-round. Champions also have access to the QPI Champion Portal which contains resources from multiple counties in California.

ACTION STEP F. – COMPLETED 06/2022

Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.

CWS worked to strengthen engagement, collaboration, and support through several interagency workgroups and participation in city hall meetings. During these collaborative sessions, needs were highlighted by CWS representatives, resource families, and elected officials. CWS shared the necessity of improving placement stability and expanding resource family recruitment and community support of resource families. As a result of hosting the collaborative sessions, the department implemented a policy to contact any community home that experiences a placement change. Recognizing that placement changes can be traumatic for resource parents, as well as youth, the goal of the calls is to check in on their emotional well-being and to determine if any support is needed. While no data is being tracked regarding these calls, the response from resource parents has been positive.

Surveys were completed through the Akido Pulse Surveys in collaboration with the Quality Parent Outreach (QPO). QPO captured data to inform CWS of the support and resources needed to provide stability to our resource families. Each survey targeted a different area of focus, and through the survey, the department identified the need for educational support. To address this need, the department secured a resource for tutoring through a collaborative effort with our County Office of Education. Additionally, the QPI Workgroup worked to identify and address the specific needs of adolescents and older youth. There was a need identified to provide more support around individual enrichment activities. In response to this need, the department applied for and was allocated funding for Flexible Family Support. This funding was used to develop a program to provide \$300 annually to every youth in care, for activities intended to provide enrichment. During Year 4, there were 15 youth who accessed the grant funding for enrichment activities. The department continues to make efforts to notify staff and resource parents of the opportunity to access these funds.

METHOD OF EVALUATION FOR STRATEGY #3

CWS continues to utilize multiple modalities for improving placement stability for youth ages ten through eighteen, including surveys and feedback during workgroups and meetings.

CWS STRATEGY #4: INCREASE THE NUMBER OF RESOURCE FAMILY HOMES FOR YOUTH AGES 11-17, BY DEVELOPING AND UTILIZING CREATIVE OUTREACH AND

RECRUITMENT STRATEGIES

ANALYSIS

The need for resource families to provide short and long-term placement stability continues to be a primary focus for CWS. Especially homes that provide care for school-aged youth and specialized level of services (Intensive Services Foster Care, Options for Recovery, and Professional Parenting). These specialized types of placements are for youth with high needs and are alternative placement options to Short-Term Residential Therapeutic Program (STRTP) placements. Throughout this SIP cycle, CWS has re-engaged faith-based communities and community partners to support our recruitment efforts.

CWS continues to focus on resource-family retention by providing specialized training, resources, and support to supplement their existing toolboxes. These efforts were implemented to prevent the attrition of existing resource families. Specialized training and supports include but are not limited to:

- Trust Based Relational Intervention (four-part series offered monthly)
- Trauma-Informed Parenting Training (five-part series)
- Child Welfare Academy Trainings (three trainings offered monthly)
- What's Up Wednesdays (four sessions offered monthly)
- Behavioral Intervention Training
- Medication Management Training
- Suicide Prevention Training
- Love & Logic Trainings
- Human Trafficking Awareness Training
- Grade Potential Tutoring Services

Recruitment efforts continued to engage our local elected officials who assist in sharing the need for homes through various platforms, such as local government electronic media, presentations at city council meetings, County Board of Supervisor meetings, and formal recognition of National Foster Care Month annually in May and National Adoption Month annually in November.

An example of the partnership between community organizations, churches, and CWS is the partnership between Grace Central Coast, The Salvation Army, Morris and Garritano, CAPSLO, and the San Luis Obispo County Foster Parent Association to host the Giving Thanks and Back-to-School Resource and Adoptive Family drive-thru events that were held in August, November, and December of 2023.

CWS continued efforts with CDSS to participate in the child-specific recruitment pilot program. CDSS partnered with Daley Solutions to provide digital foster parent recruitment services. The goal of the pilot program is to find families for youth whose circumstances have made it difficult to find a suitable home. The effort involves micro-targeted advertising to customized audiences while maintaining confidentiality. The confidentiality concerns are in part due to residing in a county with a small population, an amalgamation of even a few or small child-specific details could lead to the identification of a child. However, micro-targeting focuses on a specific population commonality rather than an individual child. We were able to complete two rounds of the pilot program, which yielded 38 contacts interested in becoming a resource parent, but zero that moved forward with the process.

STATUS OF STRATEGY #4 ACTION STEPS

ACTION STEP A. – ONGOING

Draft letters of need for homes that may be able to connect with youth in care based on commonality (such as identity, religion, extra-curricular activity, or career interest) and focus outreach on communities with members that support the need (GALA, specific churches, 4-H, etc.)

ACTION STEP B. – COMPLETED 01/2021

Identify myths and challenges associated with bringing a teen into the home and create flyers and infographics to share facts with the community that dispel misconceptions potential foster parents have about teens and teens have about foster parents.

ACTION STEP C. – COMPLETED 12/2022

Develop and make readily available, specialized presentations for resource parents who are interested in fostering children ages eleven to seventeen, with a focus on traumatic stress and ways to increase their emotional regulation.

ACTION STEP D. – COMPLETED 09/2020

Implement a Trauma-Informed Parent Coaching Program for resource families to provide one-on-one parent coaching that will support individual parenting challenges and connect families to practical tools and resources.

The Parent Coaching Program is a trauma-informed service for individuals with open cases, VFM, or post-adoption. Families receive personalized education and support on specific parenting issues such as parenting teens, developmentally appropriate discipline, co-parenting and communication, mental health and domestic violence, anxiety, attachment, and trauma issues, along with other areas of focus. Families receive 1-3 family coaching sessions with teaming inclusion. Trauma-informed parenting, caregiver, and staff resources are distributed electronically each month with highlighted topics. Staff and family have access to the Trauma Toolkit along with a multitude of resources available online. Families will soon be invited to participate in monthly drop-in parent coaching sessions.

Trauma-Informed Practices Training for Staff – Leslie Bullock, LCSW, provided sessions in July, August, and September of 2022 with 69 staff attending. This virtual training was available to all DSS staff who support children and families to help understand the impact of trauma, recognize signs of trauma, and respond to clients in ways that support healing and resiliency and prevent re-traumatization.

The Parent Coaching Program - The Parent Coaching Program is a trauma-informed service for individuals with open cases, VFM, or post-adoption. Families receive personalized education and support on specific parenting issues such as parenting teens, developmentally appropriate discipline, co-parenting and communication, mental health and domestic violence, anxiety, attachment, and trauma issues, along with other areas of focus. Families receive 1-3 family coaching sessions with teaming inclusion. Trauma-informed parenting, caregiver, and staff resources are distributed electronically each month with highlighted topics. Staff and family have access to the Trauma Toolkit along with a multitude of resources available online. Families will soon be invited to participate in monthly drop-in parent coaching sessions.

In FY 2022-2023, 139 Parent Coaching sessions were completed, on track to exceed the contracted amount of 235 sessions. Feedback from families and social workers has been highly positive.

Permanency Toolbox Program – In fall 2022, this training program was developed in response to

specific needs for pre- and post-adoptive families to reduce the number of previously adopted youth re-entering foster care. Initially launched as the “Adoption Toolbox”, it was rebranded as the “Permanency Toolbox” to reflect the intended population of families more clearly. In addition to unique quarterly training, this resource provides the opportunity to attend one to three parent coaching sessions to receive individualized support. Participants will also have access to resources and tools available in the Permanency Toolbox.

Resources provided to CWS Staff and Resource Families through the Parent Coaching Program over 2022:

December 2022 – 6 Steps Adoptive Parents Need to Learn; Breaking out of Negative Thoughts and Rumination; Survival Tips for the Holiday Season; and Winter Blues, Go Away!

November 2022 – Tackle the Tech Screen Time Tips; Adoption and a Child of My Own; and Children Heal in Healthy Families.

October 2022 – 5 Steps to Overcome Perfectionism; School Behaviors: What’s Behind It? Universal Screening for Trauma in all Schools; The Calm Classroom: 10 Trauma Sensitive Tools; The Emotionally Regulated Classroom; and ParentingToolbox.com Website for Parent Coaching Clients and SLO DSS Social Workers.

September 2022 – 20 Ways to Forgive; How do you feel today? Get to know your Teen; and What triggers your anxiety?

August 2022 – Have a Power-FULL Morning! Oppositional Defiance in Teens; The Self-Care Self-Assessment; and Decision-Making: 9 Causes of Indecisiveness.

July 2022 – Top Tips for Resolving Conflicts in Relationships; 5 Beliefs That Keep You from Attacking Your Goals; Dependent or Dependable Children? and How Parents and Adult Children Can Rebuild Relationships.

June 2022 – Start Each Day with Positive Intentions; 6 Tips to Make Fear Your Friend; The Top Five Traits of a Good Listener; and The Summertime Parent.

May 2022 – 5 Ways to Boost Your Mental Health; Forgiveness: Another Way to Eliminate Negativity; Reprogram Your Nervous System; Healing the Special Needs Child; and Parenting Through Grief.

April 2022 – Why Self-Improvement Should be a Priority; Helping Children be More Resilient; Imagination Improves Relationships; Battle of Wills or a Battle of Beliefs? and Nagging Never Works!

March 2022 – 7 Steps in Co-Parenting Negotiation; 4 Ways to Get Clear on Why You Care So Much! Are You in a Mood?; Why Can’t Your Child Pay Attention?; and Parenting Can Change a Child’s Brain.

February 2022 – Do You Have Burnout? Learn the Signs and Symptoms; 10 Ways to Implement Self-Care in Your Life; This is the Year of Letting Go of Resentments; and H.U.R.T. = Healing and Releasing Trauma.

January 2022 – Rebuilding Relationships with Reconciliation; Yes, You Can! Building Up Your Confidence; The Depression Screening Tool; and The Quick Holiday (Mental) Survival Guide.

The Trauma-Informed Champions of Change - The Trauma-Informed Champions of Change (TICC) is a multi-agency trauma-informed collaborative that has provided training and support to hundreds of individuals and community partners since its implementation in 2016.

Due to the magnitude of traumatic events that had occurred amidst a world pandemic, there was consensus among the team that offering the training in its original framework would be out of step with current realities. The team shifted focus to discuss an expansion of the community trauma collaborative, gathering individual and agency leaders in the field of trauma to assess current needs and resources to develop a more comprehensive coordinated response across a myriad of sectors in the community.

In March 2022, TICC invited key local stakeholders, including trauma-informed advocates and leading organizations in our local community, to join a vital conversation about how to skillfully support an inclusive, diverse, sustainable, visible partnership “hub”. In May, the first discussion was held with thirteen trauma-informed leaders in our community. In June, this group met again with 25 leaders in attendance; each participated in breakout sessions to discuss the community's needs, priorities, and the future structure of this collaborative. The members of TICC transitioned to the steering committee of the newly established Trauma Informed SLO.

Trauma-Informed SLO - The vision of Trauma-Informed SLO is to build a diverse, equitable, and inclusive network of San Luis Obispo County healthcare providers, service organizations, educators, clinicians, businesses, and individuals, to mobilize and align a Trauma-Informed Community.

Trauma-Informed SLO consists of 70 workgroup members and meets six times a year to foster collaborative partnerships and organize a coordinated response to assess, develop, and provide needed trauma-informed services and support in our community. A priority for the workgroup is to complete a trauma-informed care community needs assessment and report. The report will contain a community-wide needs and gaps analysis of Trauma-Informed Care practices, services, and training in our community.

Trauma-Informed SLO also has a shared Community Training Calendar. The calendar provides one location for anyone in the community to post or find information about local trauma-informed training with a focus on increasing trauma-informed education and awareness for schools. A survey of community stakeholders showed 96% agreed that access to school-based trauma-informed counseling programs is needed.

ACTION STEP E. – COMPLETED 08/2021

Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.

The YEP program was successfully established in Year 2 and has continued into Year 3. During Year 3, CWS continued the Youth Engagement Program (YEP) is a partnership between the Child and Family Policy Institute of California (CFPIC) and the CDSS to improve child welfare policies, programs, and practices by building capacity for youth engagement at the state and local level. Locally, the Youth Engagement Project is known as the Youth Engagement Program. CWS has one designated representative in Staff Development, Leann Eddy, who is a Program Review Specialist (PRS). Five out of seven Youth Ambassadors who participated in Year 3 continued their participation from Year 2. This provided for the continuation of expanded youth voice on program, policy, and specialized training and resources from the lens of youth and families served by CWS.

The Youth Engagement Project works with former foster youth to capture their voice as youth with lived experience on various programs and policies. The ambassadors sit on several meetings such as the Children & Youth Human Trafficking Prevention Subcommittee and the Child Abuse Prevention Planning Team as well as attending additional monthly meetings for further career development and feedback. Some highlights of projects are listed below:

- Youth Expression Art Campaign - Youth submitted a small testimonial and artwork about their time in care. This artwork and testimonial were included in resource family recruitment efforts with a QR code directing families to slofostercare.com. The Youth Expression Art Campaign was so well received statewide that the YEP ambassador and staff were asked to participate in a panel presentation at RFA convening with over 400 child welfare staff from across the state. With this project being such a success, we have made this an annual event.
- The Cool Aunt Series - One ambassador worked with The Cool Aunt Series creator and our staff in the development of our local dashboard. All ambassadors completed the series and provided feedback that the series was very relatable and brought awareness to risk factors in their own lives they didn't even realize were there.
- Assisted in the development of a local Teen Resource Guide
- Assisted in the development of the Cultural Inclusivity Curriculum
- Resource Accessibility Project – ambassadors are working with community partners to make resources more accessible to students in schools, especially to youth with English as a Second Language (ESL)
- National Foster Care Awareness Month Video – Throughout Year 3, the YEP Ambassadors worked with CWS staff to create a video to be presented to San Luis Obispo County Board of Supervisors meeting and City Council Meetings, which will be presented in Year 4, May of 2023
- Assisted staff in creating the About Your Child Questionnaire
- Assisted staff in creating an About Your Child Letter to the Birth Parent
- Assisted staff in creating About Your Child, All About Me Letter to Resource Parent

The CWS YEP PRS and one YEP ambassador plan to participate in a panel presentation at the *Preventing and Addressing Child Trafficking (PACT) Conference* in Sacramento, CA in the Spring of Year 4. Additionally, they are scheduled to present as the sole panelists for the *Transforming Child Welfare Through Youth Engagement* breakout session. They will be sharing information on how they overcame implementation barriers leading to the development of an innovative youth leadership model and discussing the intersection of The Cool Aunt Series and the YEP Program.

ACTION STEP F. – COMPLETED 06/2020

Develop and coordinate Supporting Placement Stability from Chaos to Calm Training for Resource Parents, social workers, and judicial partners to develop a shared understanding of the impact of trauma and practical tools and strategies to support placement stability.

METHOD OF EVALUATION FOR STRATEGY #4

The CWS training unit monitors training attendance and requests feedback via surveys and workgroups to provide continuous quality improvement. Participant surveys are solicited from all CWS Trainings. Constructive and complimentary feedback is provided directly to the trainer and the training team and then brought back to supervisors and managers for consideration and modification.

An example of this includes our survey evaluations for New Social Worker Induction Training and our Shadowing Workgroup. Feedback from recent cohorts, as well as supervisors and staff, include the preference of a hybrid training model, which prioritizes in person training for Safety Organized Practice, Life of a Case and CMS/CWS training.

Additional feedback provided to support quality improvement of our training plan includes the revision of our Shadowing Program to support social worker retention. New staff now shadow each unit prior to beginning induction and prior to unit assignment. Similar to placement matching, this modification supports a goodness of fit for assignment that leverages each new social workers strengths, demographic restrictions, and preferences.

Feedback received in Year 4 also supported the revision of our daily shadowing logs to better capture reflections of new staff experiences from the lens of the new social worker and the supervisor of the unit they are shadowing on that day. A TEAMS group is under development to receive daily reflections live time to ensure timely and comprehensive communication. A 6-month evaluation will be implemented for the February 2024 cohort in August of 2024. This information will be reported in the upcoming CSA.

PROBATION STRATEGY #1: DEVELOP A SPECIALIZED FOSTER HOME FOR HIGH-NEEDS PROBATION FOSTER YOUTH OR YOUTH TRANSITIONING OUT OF THE COASTAL VALLEY ACADEMY

ANALYSIS

The National Standard for the baseline data (Q3, 2019) through Year 2 (Q3, 2021) was 43.6; however, the National Standard increased to 43.8, commencing Year 3 (Q3, 2022). Baseline data indicated that Probation had three youths who had been in care for twelve to twenty-three months, of which zero attained permanency within twelve months.

Probation anticipated it would take two years from the date the specialized probation foster home began accepting youth before this strategy started showing measurable impacts for youth being discharged into permanency within 12 months (in care 12-23 months). Therefore, Probation is expected to meet the updated National Standard of 43.80 permanency in 12 months (in care 12-23 months) incrementally over the five-year C-CFSR Cycle.

In December, Probation began researching existing specialized probation foster homes with a plan to visit an existing specialized foster home in Napa County. Information gathered for the workgroup in conjunction with restrictions related to the COVID-19 Pandemic resulted in a shift away from visiting any existing specialized foster homes to devoting more time to defining the needs of a specialized probation foster home which was completed in March 2022. Probation identified topics that the foster parent(s) would likely benefit from, such as being able to access respite care, crisis response, services for home repairs, and training in medication management.

In March 2022, Probation drafted a program description and released a Request for Proposal (RFP) in May 2022.

In January 2023, after establishing a contract for a Wraparound Therapeutic Foster Parent Home with Family Care Network, Inc. (FCNI), a local Foster Family Agency (FFA) in San Luis Obispo County, Probation and FCNI identified a resource parent, established a home location, and began the process of accepting youth into the specialized probation foster home.

In July 2023, Probation began placing probation foster youth into the specialized probation foster home and started monitoring utilization of the specialized home by incorporating usage data from ProbationStat, a comprehensive review of probation-related data for quality assurance purposes at quarterly intervals.

STATUS OF STRATEGY #1

ACTION STEP A. – COMPLETED 03/2022

Create a work group to plan for a specialized probation foster home (capacity, treatment components, funding resources, etc.)

ACTION STEP B. – COMPLETED 03/2022

Research existing specialized probation foster homes.

ACTION STEP C. – COMPLETED 09/2022

Complete program description and release Request for Proposal (RFP) as needed.

ACTION STEP D. – COMPLETED 01/2023

Select a provider from the RFP process and initiate planning for the program start date.

ACTION STEP E. – COMPLETED 07/2023

Start accepting youth in a specialized probation foster home.

ACTION STEP F. – COMPLETED 07/2023

Monitor utilization of home by incorporating usage data into the existing internal ProbationStat process. ProbationStat is a comprehensive review of probation-related data for quality assurance purposes at quarterly intervals.

METHOD OF EVALUATION FOR STRATEGY #1

Masking has been performed in this section to protect the privacy of individuals served by the California Department of Social Services (CDSS): Values of 10 or less and calculations based on values of 10 or less are noted as 'M'. For additional information, see CDSS's Data De-Identification Reference Guide [here](#).

In July 2023, Probation began conducting monthly face-to-face contact with the youth and the therapeutic foster parent in the specialized probation foster home. Additionally, Probation has met regularly with staff from Family Care Network, Inc. (FCNI), the local Foster Family Agency (FFA) that contracted with Probation to oversee the specialized home to ensure the youth placed in the specialized home and the therapeutic foster parent's needs and questions are being addressed. Probation began recording data related to the specialized home that is reviewed quarterly by Probation for quality assurance purposes. Since July 2023, Probation has placed 'M' youth in the specialized home, of which 'M' youth have transitioned to independence as a Non-Minor Dependent (NMD) and 'M' youth have remained in the home. Of those youth, 'M' youth have successfully completed the terms and conditions of their probation and had their wardship case converted to Transitional Jurisdiction, pursuant to Welfare and Institutions Code (WIC) 450 and are participating in Extended Foster Care (EFC) as an NMD. With 'M' youth successfully transitioning to adulthood, it appears the specialized home has had a positive impact in supporting probation-involved youth.

PROBATION STRATEGY #2: IMPROVE FAMILY CONNECTIONS BY ENHANCING FAMILY FINDING AND CHILD AND FAMILY TEAMING

ANALYSIS

The National Standard for the Baseline data (Q3, 2019) through Year 2 (Q3, 2021) was 43.6; however, the National Standard increased to 43.8, commencing Year 3 (Q3, 2022). Baseline data indicated that Probation had three youths who had been in care for twelve to twenty-three months, of which zero attained permanency within twelve months.

To improve Probation's performance in this measure, Probation has increased Family Finding Efforts and Child and Family Teaming to enhance family engagement. Probation provided the Placement Unit Senior Probation Officer with specialized Family Finding training and has provided several Deputy Probation Officers with training to facilitate Child and Family Team (CFT) meetings. Probation has initiated Family Finding Efforts (FFE) at intake/investigations for all cases and has implemented CFTs for all youth under court-ordered supervision who were not already participating in CFTs through participation in the CVA, foster care, or specialty mental health services. Probation is monitoring CFT compliance (e.g., team creation and meeting frequency) as part of quarterly ProbationStat meetings.

In December 2021, two Deputy Probation Officers began training as Child and Family Team (CFT) facilitators, training was completed in December 2021.

In January 2022, Probation began implementing CFTs for youth under court-ordered supervision, who were not already participating in CFTs due to being in foster care, the Coastal Valley Academy, or receiving specialty mental health services. Additionally, in January 2022, Probation began to monitor CFT compliance (e.g. team creation, meeting frequency, in-person, or videoconferencing) every quarter.

In July 2022, the Probation Placement Unit Senior Deputy Probation Officer (DPOIII) was provided with specialized Family Finding training.

In March 2023, Probation began having staff initiate Family Finding Efforts (FFE) at intake/investigations.

STATUS OF STRATEGY #2

ACTION STEP A. – COMPLETED 07/2022

Provide Probation Placement Unit Senior Deputy Probation Officer with specialized Family Finding training.

ACTION STEP B. – COMPLETED 03/2023

Initiate Family Finding Efforts (FFE) at intake/investigations for all cases.

ACTION STEP C. – COMPLETED 12/2021

Train two (2) Deputy Probation Officers to be Child and Family Team (CFT) facilitators.

ACTION STEP D. – COMPLETED 01/2022

Implement Child and Family Teams (CFTs) for youth under court-ordered supervision (who are not already participating in CFTs due to foster care, Coastal Valley Academy, or specialty mental health services)

ACTION STEP E. – COMPLETED 01/2022

Monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meetings using already existing data from Probation's case management system, Monitor. Between January and December 2022, Probation had 25 youth under an order of foster care, of which 100% had a Child and Family Team established and 98.3% had an on-time CFT meeting, as outlined in Probation's procedure for meeting frequency. In 2023, Probation had 19 youth under an order of foster care, of which 100% had an established team and 99.5% had on-time meetings, as outlined in Probation's procedure for meeting frequency. To date, in 2024, Probation has 14 youth under an order of foster care, of which 100% had an established team and 100% had on-time meetings, as outlined

in the Probation procedure for meeting frequency.

METHOD OF EVALUATION FOR STRATEGY #2

Beginning in January 2022, Probation started monitoring the establishment of Child and Family Teams (CFTs), meeting frequency, and how meetings were facilitated (e.g., in-person, videoconferencing, hybrid, etc.) every quarter.

Beginning in March 2023, Probation began initiating Family Finding Efforts (FFE) at intake/investigations for all cases and recording the results of those efforts in Probation's case management system, Monitor.

OVERVIEW OF OUTCOME DATA

The CWS Overview of Outcome Data (Table 2.1) and Probation Overview of Outcome Data (Table 2.2) organize outcome measures based on the County's performance compared to the compliance standard, using the UCB static data for Q3. Tables 3.1 and 3.2 include data from the Baseline (Q3 2019), Year 1 (Q3, 2020), Year 2 (Q3, 2021), and Year 3 (Q3, 2022) to demonstrate the progress over a period of four years. CWS and Probation provide additional detail regarding all outcome measures not met under the section titled *Outcome Measures Not Meeting State/National Standards*.

Table 3.1 CWS Overview of Outcome Data

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3	2023 - Year 4
S1: Maltreatment in Foster Care	<8.5%	9.56%	2.91%	2.64%	<9.07%	7.47%	1.38%
S2: Recurrence of Maltreatment	<9.1%	10.5%	15.2%	12.3%	<9.7%	8.5%	12.4%
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	33.0%	33.3%	49.3%	35.2%>	41.8%	40.7%
P2: Permanency in 12 months for children in care 12-23 months	43.6%>	58.5%	58.1%	60.0%	43.8%>	56.1%	51.1%
P3: Permanency in 12 months for children in care 24+ months	30.3%>	25.7%	15.6%	35.8%	37.3%>	32.1%	23.3%
P4: Re-entry to foster care within 12 months	<8.3%	7.4%	16.7%	9.4%	<5.6%	13.0%	8.5%
P5: Placement Stability	<4.12	5.34	4.01	3.39	<4.48	4.35	3.82
2B Timely Response - Immediate	90.0%>	95.5%	90.0%	96.0%	90.0%>	98.8%	96.0%

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3	2023 - Year 4
2B Timely Response - 10 Day	90.0%>	93.5%	90.4%	95.2%	90.0%>	94.1%	98.2%
2D Timely Response - Completed (Immediate)	N/A	91.1%	84.5%	94.0%	N/A	95.0%	89.9%
2D Timely Response - Completed (10 Day)	N/A	82.9%	82.0%	88.2%	N/A	71.5%	79.3%
2F Monthly Visits (Out of Home)	95.0%>	97.6%	82.1%	91.3%	95.0%>	94.8%	97.0%
2F Monthly Visits in Residence (Out of Home)	50.0%>	80.0%	81.2%	86.1%	50.0%>	82.2%	84.7%
2S Monthly Visits (In-Home)	N/A	89.4%	76.9%	82.9%	N/A	89.8%	93.2%
2S Monthly Visits in Residence (In-Home)	N/A	71.6%	77.4%	77.6%	N/A	73.8%	78.6%
4A Siblings (All)	N/A	46.4%	40.6%	32.8%	N/A	4.71%	63.6%
4A Siblings (Some or all)	N/A	65.9%	63.0%	57.8%	N/A	56.9%	78.2%
4B Least Restrictive Placement (Entries First Placement) Relative/NREFM Placement	N/A	33.5%	29.8%	23.6%	N/A	17.3%	39.2%
4B Least Restrictive Placement (Entries First Placement) - Foster Home	N/A	56.4%	61.0%	70.8%	N/A	71.7%	49.7%
4B Least Restrictive Placement (Entries First Placement) - FFA	N/A	8.9%	5.0%	5.7%	N/A	4.7%	4.9%
4B Least Restrictive Placement (Entries First Placement) - Group/ Shelter Home	N/A	0.0%	2.1%	0.0%	N/A	0.8%	1.4%
4B Least Restrictive Placement (Entries First Placement) - Other	N/A	1.1%	2.1%	0.0%	N/A	5.5%	4.9%
4B Least Restrictive Placement (Entries Predominant) - Relative/ NREFM Placement	N/A	43.9%	41.8%	44.1%	N/A	32.7%	32.8%

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3	2023 - Year 4
4B Least Restrictive Placement (Entries Predominant) - Resource Family Home	N/A	37.2%	42.4%	42.7%	N/A	59.1%	48.4%
4B Least Restrictive Placement (Entries Predominant) - FFA	N/A	8.2%	6.5%	3.5%	N/A	2.7%	5.5%
4B Least Restrictive Placement (Entries Predominant) - Group/ Shelter Home	N/A	5.6%	6.5%	2.8%	N/A	1.8%	1.6%
4B Least Restrictive Placement (Entries Predominant) - Other	N/A	5.1%	2.7%	7.0%	N/A	3.6%	11.7%
4C Congregate Care Placements: One Year or More	N/A	29.4%	56.0%	42.9%	N/A	57.1%	30.0%
4E ICWA (1) ICWA Eligible Placement Status	N/A	N/A	69.9%	100%	N/A	N/A	N/A
4E (2) Multi-Ethnic Placement Status	N/A	N/A	59.8%	100%	N/A	N/A	N/A
5B (1) Rate of Timely Health Exams	N/A	74.4%	69.9%	67.6%	N/A	72.3%	73.9%
5B (2) Rate of Timely Dental Exams	N/A	63.20%	59.8%	61.4%	N/A	65.2%	61.5%
5F Psychotropic Medications	N/A	17.4%	15.3%	17.6%	N/A	17.2%	10.6%
6B Individualized Education Plan	N/A	8.0%	11.6%	14.6%	N/A	12.0%	8.7%
8A-1 Completed High School or Equivalency	N/A	80.0%	N/A	N/A	N/A	50.0%	66.7%
8A-2 Obtained Employment	N/A	80.0%	N/A	N/A	N/A	100%	50.0%
8A-3 Have Housing Arrangements	N/A	100%	N/A	N/A	N/A	100%	100%
8A-4 Permanency Connection with an Adult	N/A	80.0%	N/A	N/A	N/A	100%	100%

Table 3.2 Probation Overview of Outcome Data

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3	2023 - Year 4
S1: Maltreatment in Foster Care	<8.5%	45.72%	0.0%	0.0%	<9.07%	0.0%	0.0%
S2: Recurrence of Maltreatment	<9.1%	N/A	N/A	N/A	<9.7%	N/A	N/A
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	25.0%	0.0%	0.0%	35.2%>	0.0%	10.0%
P2: Permanency in 12 months for children in care 12-23 months	43.6%>	0.0%	0.0%	0.0%	43.8%>	N/A	100%
P3: Permanency in 12 months for children in care 24+ months	30.3%>	0.0%	0.0%	0.0%	37.3%>	N/A	0.0%
P4: Re-entry to foster care within 12 months	<8.3%	0.0%	N/A	N/A	<5.6%	N/A	N/A
P5: Placement Stability	<4.12%	0.0%	0.0%	0.0%	<4.48%	0.0%	0.0%
2B Timely Response - Immediate	90%>	N/A	N/A	N/A	90.0%>	N/A	N/A
2B Timely Response - 10 Day	90%>	N/A	N/A	N/A	90.0%>	N/A	N/A
2D Timely Response - Completed (Immediate)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2D Timely Response - Completed (10 Day)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2F Monthly Visits (Out of Home)	95%>	100%	85.2%	100%	95.0%>	96.0%	97.7%
2F Monthly Visits in Residence (Out of Home)	50%>	97.9%	95.7%	100%	50.0%>	75.0%	95.3%
2S Monthly Visits (In-Home)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2S Monthly Visits in Residence (In-Home)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 - Year 2	Round 4 Compliance Standard	2022 - Year 3	2023 - Year 4
4A Siblings (All)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4A Siblings (Some or all)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4B Least Restrictive Placement (Entries First Placement) - Relative Placement	N/A	0.0%	0.0%	25.0%	N/A	22.2%	0.0%
4B Least Restrictive Placement (Entries First Placement) - Resource Family Home	N/A	100%	100%	25.0%	N/A	11.1%	0.0%
4B Least Restrictive Placement (Entries First Placement) - FFA	N/A	0.0%	0.0%	50.0%	N/A	44.4%	50.0%
4B Least Restrictive Placement (Entries First Placement) - Group / Shelter Home	N/A	0%	0%	0%	N/A	11.1%	50.0%
4B Least Restrictive Placement (Entries First Placement) - Other	N/A	0.0%	0.0%	0.0%	N/A	11.1%	0.0%
4B Least Restrictive Placement (Entries Predominant) -	N/A	0.0%	0.0%	0.0%	N/A	25.0%	30.0%
4B Least Restrictive Placement (Entries Predominant) - Resource Family Home	N/A	50.0%	100%	0.0%	N/A	0.0%	0.0%
4B Least Restrictive Placement (Entries Predominant) - FFA	N/A	0.0%	0.0%	0.0%	N/A	50.0%	40.0%
4B Least Restrictive Placement (Entries Predominant) - Group Home	N/A	25%	0.0%	0.0%	N/A	0.0%	10.0%
4B Least Restrictive Placement (Entries Predominant) - Other	N/A	25%	0.0%	100%	N/A	25.0%	20.0%

Outcome Measure	Round 3 Compliance Standard	2019 - Baseline	2020 - Year 1	2021 -Year 2	Round 4 Compliance Standard	2022 - Year 3	2023 - Year 4
4C Congregate Care Placements: One Year or More	N/A	N/A	0.0%	0.0%	N/A	50.0%	0.0%
4E ICWA (1) ICWA Eligible Placement Status	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4E (2) Multi-Ethnic Placement Status	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5B (1) Rate of Timely Health Exams	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5B (2) Rate of Timely Dental Exams	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5F Psychotropic Medications	N/A	N/A	N/A	N/A	N/A	*	*
6B Individualized Education Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8A-1 Completed High School or Equivalency	N/A	100%	N/A	N/A	N/A	N/A	N/A
8A-2 Obtained Employment	N/A	50%	N/A	N/A	N/A	N/A	100%
8A-3 Have Housing Arrangements	N/A	100%	N/A	N/A	N/A	N/A	100%
8A-4 Permanency Connection with an Adult	N/A	50.0%	N/A	N/A	N/A	N/A	100%

* Values between 1 and 10 and calculations based on values between 1 and 10 are masked to protect privacy. In some cases, other values may be masked to protect privacy at a county or statewide level.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

CWS

For Strategy #4, Action Step A: Draft letters of need for homes that may be able to connect with a youth in care based on a commonality (such as identity, religion, extra-curricular activity, or career interest) and focus outreach on communities with members that support the need (GALA, specific churches, 4-H, etc.) we have been met with resistance from a judicial partner about concern for confidentiality of

our youth. There is ongoing concern about the balance of providing enough information about youth to paint an accurate picture of their strengths, challenges, and needs for care while protecting their identity. To implement a child-specific recruitment strategy, we would need to have approval from the court.

PROBATION

For this C-CFSR Cycle, Probation focused on improving performance in P2: Permanency in 12 months (in care 12-23 months) by implementing two strategies; (1) Developing a specialized foster home for high-needs probation foster youth or youth transitioning out of the Coastal Valley Academy (CVA), (2) Improve family connections by enhancing family finding and child and family teaming.

As of March 2023, Probation had successfully completed each action step associated with each strategy, and the implementation of both strategies appears to have had a positive impact on Probation performance in P2. In Year 4 (Q3, 2023), Probation had 100% of eligible youth attain permanency in 12 months (in care 12-23 months). However, Probation may encounter obstacles and barriers to future implementation as probation foster youth have more intensive needs than non-probation foster youth and are generally more challenging to place. On average, probation foster youth are older and have more at-risk behaviors and intensive needs, such as substance abuse, criminal behavior, and mental health issues for both youth and parents and a history of child abuse for the youth. This may also include youth who have been ordered to participate in treatment for sexual offending behaviors or youth who had been a Welfare and Institutions Code (WIC) 300 Dependent at the time they were declared a ward of the court, thus requiring Probation to continue the youth's foster care efforts based upon when they were removed by Child Welfare Services (CWS). Nevertheless, Probation is focused on supporting each youth's transition to permanency as soon as reasonably possible and working through any unforeseen barriers.

PROMISING PRACTICES/ OTHER SUCCESSES

CWS

Active Supportive Intervention Services for Transition

The Active Supportive Intervention Services for Transition (ASIST) Specialized Permanency program is a highly successful program that has garnered the CWS national attention. Not only do successful outcomes provide cost savings to the county, but also the long-term benefit of moving children out of congregate settings to home-based care with family is immeasurable, therefore our selection prioritization for participating youth included previous placement in a congregate care setting. For Year 4, five new youths were added to the ASIST program, bringing the total number of youths served to thirty-nine. Of the thirty-nine youth who are receiving or who have received services:

- 10% (4 of 39 youth) are in the process of adoption by family members they did not previously know.
- 44% (17 of 39 youth) have achieved permanency stabilization to the point that active services are no longer being provided; long-term outcome monitoring continues.
- 48% (19 of 39 youth) achieved permanency through reunification with a parent or placement with a relative or NREFM.

- 87% (34 of 39 youth) had previously been placed in a congregate care setting.
- 56% (22 of 39 youth) are still active in the ASIST program.
- 13% (3 of 22 active youth) are currently placed in Intensive Services Foster Care homes.

Counties participating in the statewide pilot program received funding and technical assistance to create unique programs to meet the specialized needs of youth in need of permanency; specifically, those in congregate care. The ASIST staff consists of one half-time contracted social worker who provides focused permanency support in partnership with the assigned case-carrying social worker. Seneca and Family Care Network Inc. have contracts to provide additional program support with specialized permanency services. Services include therapy, parent education, peer counseling, and financial support. Administrative and program support is provided to arrange semi-monthly case staffing meetings with the permanency team, creating and reviewing goals.

Voluntary Family Maintenance (VFM)

The VFM program provides CWS the opportunity to provide prevention and intensive early intervention services for a time-limited period with the goal of family stabilization and preventing entry to foster care when the children can remain safely in the home with these services. It is anticipated this program will be beneficial in preventing children from entering foster care. Current manual analysis references internally extracted data from CMS.

In Year 2, 23 children (in 15 families) who had received VFM services experienced case closure. Of these, the families of nineteen children experienced case closure due to successful family stabilization (82.6%); the family of one child refused services (4%); the family of one child received services from a different agency (4.3%); the family of one child experienced VFM case closure when their child was adjudicated a ward with juvenile probation (4.3%); and the family of one child experienced VFM case closure with the youth reached the age limit exit at eighteen years of age (4.3%).

Subsequent referrals were received in Years 2 and Year 3 for sixteen of the 23 children (69.6%), or eight of fifteen families (53.3%). Of the sixteen youths for whom their family was the subject of a referral, multiple referrals were received for eight youths (50% of children with any subsequent referrals, and 34.8% of all children who received VFM services in Year 2).

In Year 3, the Voluntary Family Maintenance (VFM) Program was expanded from a blended social worker unit with two to three staff carrying non-court (voluntary) families and three to four staff carrying Court Dependency families, to an entire VFM unit consisting of six social workers, one administrative assistant and one social worker supervisor.

In Year 3, 49 children (in 45 families) who had received VFM services experienced case closure. Of these, the families of thirty children experienced case closure due to successful family stabilization (61.2%); the families of fourteen children refused services (28.6%); and the family of two youth (a sibling set) experienced case closure after fifteen months of services and having exceeded the time limit (4%). Three children were detained (6.1%). An evaluation of subsequent contact will be provided after the conclusion of Year 4.

In addition to continued internal analysis, CWS has identified VFM Outcomes as the annual CWS special topic report produced by Evident Change. Utilizing county-specific data, they will advise whether families who receive voluntary family maintenance (VFM) services in San Luis Obispo County have different child welfare involvement outcomes compared with families who receive court-ordered

FM services.

In Year 4, the VFM unit continued to identify creative solutions to service provision of children and families in VFM, absent dedicated federal or state funding. An area of achievement includes a recidivism rate of less than 3%, the inclusion of youth receiving VFM services in the Independent Living Program, and the expanded provision to include facilitation for all ongoing case plan update CFTs. This model will serve to provide ongoing mentorship for staff to support skill development in facilitation within the Safety Organized Practice (SOP) framework, create greater continuity of service delivery for children and families, and align with the department goals of teaming and increased family engagement.

PROBATION

One factor that has had a substantial impact on Probation's overall performance regarding measured outcomes was the implementation of the Coastal Valley Academy (CVA) in 2017. CVA is an in-custody treatment program that provides residential treatment programming to youth, thereby allowing them the opportunity to remain in San Luis Obispo County while receiving therapeutic interventions in a safe and secure environment. Implementation of CVA was included in the previous SIP and has been Probation's most significant achievement towards improving goals and outcomes for youth in need of residential care.

Additionally, the implementation of enhanced Family Finding Efforts (FFE) and Child and Family Teaming (CFT) has yielded positive results. For example, in 2021, after implementing enhanced FFE, Probation identified a potential relative caregiver of a youth with a history of complex trauma and learning disabilities. The relative successfully completed the Resource Family Approval (RFA) application process and their home was certified as an RFA home. The youth was placed with their relative and Wraparound services were implemented, which included in-home visits and meals with the youth's biological parents. The youth's educational placement was modified to a more appropriate setting and the youth began making significant educational advancements. The youth successfully reunified with their parents approximately one year after their removal and their juvenile wardship case was closed successfully. The youth is reportedly still doing well in their parent's home and the relative caregiver is considering accepting other non-related youth in their home.

Although Probation's therapeutic foster parent home only began accepting youth in July 2023, Probation has successfully placed three youths there, all of whom are currently performing successfully on probation. One youth successfully transitioned from the Juvenile Hall to the specialized home and then into transitional housing, where they currently reside. Another youth, who completed the in-custody phase of the CVA, has been participating in the Aftercare phase of CVA while residing in the specialized home and is expected to graduate CVA successfully in February 2024. They are also expected to graduate from high school in the Spring of 2024 and plan to move into transitional housing. This youth was able to return to their school of origin, due to the location of the specialized home, thus allowing them to graduate with their peers. The third youth also transitioned into the specialized home after successfully completing the in-custody phase of CVA and is currently attending college and working; they are expected to graduate from CVA successfully in April 2024. These three youths would have been challenging to place in home-based care and would likely have struggled to move directly into transitional housing. However, the implementation of Probation's specialized home with a therapeutic foster parent has provided a much-needed option in the continuum of care options for justice-involved and transitional-aged youth.

Finally, Probation consistently performs above the national standard of 95.0 with monthly visits (out-

of-home) – Measure 2F. Factors that have contributed to Probation’s success in this outcome are having the Probation Placement Unit Supervising Deputy Probation Officer (SDPO) conduct monthly case conferences with Probation Placement Deputy Probation Officers (DPOs) to ensure visits are being scheduled, monthly Probation Placement Unit Meetings to review any changes to any probation foster youth’s placement or education and a monthly review of Probation’s performance in SafeMeasures.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CWS S2: RECURRENCE OF MALTREATMENT

This measure reflects the percentage of youth with a substantiated allegation during the 12-month period and a subsequent substantiated allegation within 12 months. Q3, 2023 saw a 3.9% increase in recurrence of maltreatment from Q3, 2022. Due to the county’s relatively small size, referrals of sibling groups have consistently and significantly impacted Outcome Measure S2.

For Year 4, Utilizing SafeMeasures dynamic data (extract date 2/10/2024, Q3, 2023) CWS had 56 youth out of 429 who experienced a recurrence of maltreatment spanning 35 total referrals. To meet compliance standards, the Department would have needed to have less than 41 children experience a recurrence of maltreatment. Of the 35 referrals, 13 had siblings.

- Total number of youths who experienced a recurrence of maltreatment – 56
- Number of referrals - 35
 - Referrals with one youth – 22
 - Referrals with two youth - 7
 - Referrals with three youth – 4
 - Referrals with four youth - 2

The average number of days before the recurrence of maltreatment was 159.125.

In Year 4, the highest rates of recurrence of maltreatment by age group were those between the ages of one and two years old and those between six and ten years old. The recurrence of maltreatment is as follows:

- Ages 0-1: 7 (13%)
- Ages 1-2: 12 (21%)
- Ages 3-5: 9 (16%)
- Ages 6-10: 12 (21%)
- Ages 11-15: 11 (20%)
- Ages 16-17: 5 (9%)

Over the review period, CWS continued to make efforts to increase family engagement in their case plans to decrease the recurrence of maltreatment by:

- Providing family reunification support groups and celebrating families, facilitated by CWS parent partners.
- Training all social workers on Safety Organized Practice, with an emphasis on harm and worry statements, which are used as a strength-based tool to communicate with families and safety networks more effectively.
- Providing a designated CFT facilitator who acts as a neutral party upon the request of the assigned social worker.

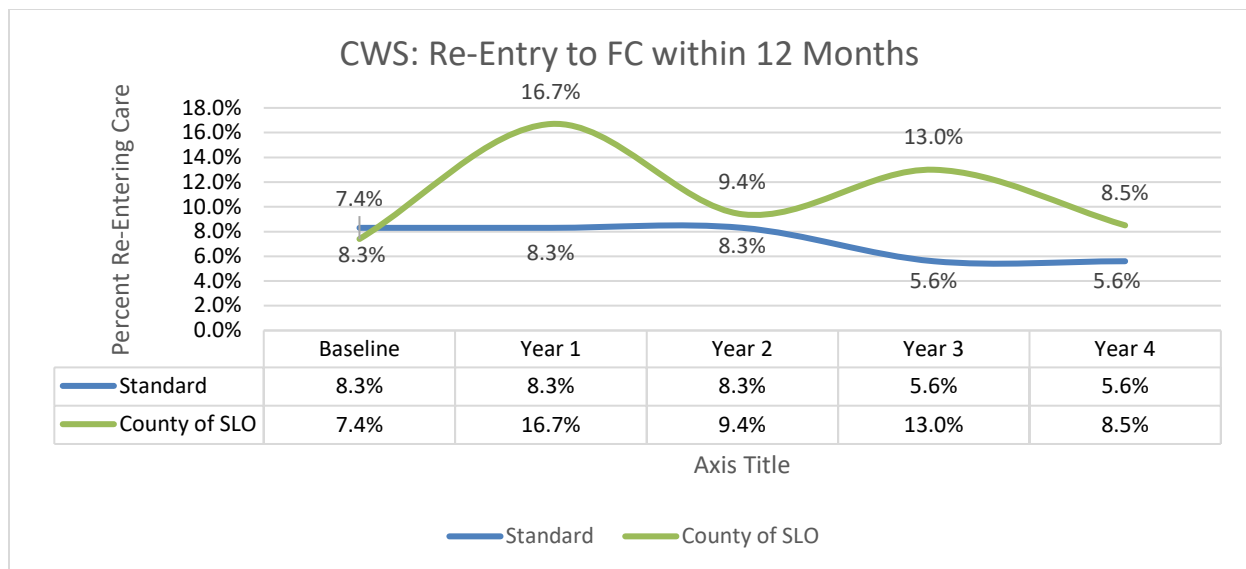
CWS P3 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE 24+ MONTHS

For Year 4, the percentage of children in care for 24 months, who achieved permanency in 12 months is at 23.3% (Q3, 2023) which is below the standard of 37.30%. Youths in care for 24 months or longer face increased challenges. Reunification services to parents have often ceased by this point, meaning parents were not successful in reunification services. Many youths who have spent two years or longer in out-of-home care have experienced multiple placement changes, which also leads to multiple caregivers and changes in schools. Childhood trauma from the experience of abuse and neglect is often compounded by the trauma of removal from their family of origin. This may be additionally compounded by placement instability. Youth in care for extended periods often have higher needs, which could include attachment, behavioral, mental health, health issues, developmental and/or educational delays, and for older youth, substance abuse issues. For these higher-needs youth, it is the policy of our department to work collaboratively with Probation to best serve the interests of children and families. Although there is collaboration with Probation to serve youth who become dual jurisdiction, CWS typically takes the lead which makes it difficult to find stable placements to serve the youth. In turn, this instability makes reunification and permanency difficult, and these challenges often contribute to a lack of available placement options, which can lead to further feelings of rejection.

CWS P4 RE-ENTRY TO FOSTER CARE WITHIN 12 MONTHS

This measure reflects the number of children who entered foster care in the selected 12-month period, who were discharged to reunification or guardianship within 12 months, and reentered foster care within 12 months from their date of discharge. When a child reenters foster care multiple times within the 12 months following discharge, only the first reentry date will be selected.

Year 4 had a significant decrease in youth re-entering foster care, down from 13% in Year 3 to 8.5%. In Year 4, only 5 of 59 children reentered care within 12 months, which is a 4.5% decrease. Due to the relatively small population of San Luis Obispo County, outcomes are significantly impacted by every youth re-entering care, particularly sibling sets.



While P4 focuses on re-entry to foster care, the Department is also focusing on preventing an initial entry into care. The VFM program provides CWS the opportunity to provide prevention/early intervention services to support and facilitate families remaining together. VFM cases include substance-exposed infants and teenagers with challenging behaviors. By expanding the use of VFM, the Department hopes to engage families in more intensive services that will prevent initial and re-entry into care and help families identify their support networks if a case does re-open. For more detailed information on VFM, see the Promising Practices Section.

The use of Child and Family Team (CFT) Meetings during investigations and throughout the life of a case helps ensure that the parent is an active participant in the development of their case plan. This will ultimately support the parents in developing protective factors that will help prevent the recurrence of maltreatment. Additionally, the Department holds imminent risk of removal CFT meetings, which assess whether the child can be safely maintained in the home through the identification and development of existing safety networks and support. Throughout the life of the case, these safety networks and support continue to be developed, which will ensure families have ongoing resources beyond CWS involvement. During Years 3 and 4, the Department focused on improving the quality of CFTs by increasing the use of a full-time social worker who can act as the designated CFT facilitator, an AA who coordinates the CFTs at a time and location that is accessible to the family and their support network, and a designated social worker supervisor who oversees the CFT process.

PROBATION OUTCOME MEASURE: P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)

Masking has been performed in this section to protect the privacy of individuals served by the California Department of Social Services (CDSS): Values of 10 or less and calculations based on values of 10 or less are noted as 'M'. For additional information, see CDSS's Data De-Identification Reference Guide [here](#).

During this C-CFSR Cycle, Probation experienced a reduction in the number of youths entering care resulting in a small sample size each year which caused one or two youth to have a significant statistical impact on Probation's performance for this and other outcome measures.

In the baseline data (Q3, 2019), Probation had 25% of eligible youth attain permanency within 12

months of entering care, which fell below the National Standard. In the following three years, Probation had zero youth attain permanency within 12 months of entering care.

- Year 1 (Q3, 2020), zero (0) of 'M' eligible youth
- Year 2 (Q3, 2021), zero (0) of 'M' eligible youth
- Year 3 (Q3, 2022), zero (0) of 'M' eligible youth

In the most recent data (Q3, 2023), Probation had 'M' eligible youth attain permanency within 12 months of entering care. While there was an increase in the number of youth entering care during this period (October 2021 – September 2022), several youths entered foster care within six months of reaching the age of majority, 'M' youth were ordered to participate in treatment for sexual offending behaviors, and 'M' youth were Welfare and Institutions Code (WIC) 300 Dependents at the time they were declared a ward of the court, thus requiring Probation to continue foster care efforts based on when they were removed by Child Welfare Services (CWS). Although probation foster youth tend to have more at-risk behaviors and intensive needs than non-probation foster youth, Probation is committed to supporting youth to attain permanency whenever possible. Although this measure was not selected for this C-CFSR Cycle, Probation targeted outcome measure P2 with the hope that efforts put forth to increase performance in P2 would also improve performance in P1.

PROBATION OUTCOME MEASURE: P3 PERMANENCY IN 12 MONTHS (IN CARE 24 MONTHS OR MORE)

Masking has been performed in this section to protect the privacy of individuals served by the California Department of Social Services (CDSS): Values of 10 or less and calculations based on values of 10 or less are noted as 'M'. For additional information, see CDSS's Data De-Identification Reference Guide [here](#).

This measure reflects the percentage of children in care on the first day of the 12-month period who had been in care for 24 months or more and were then discharged to permanency within 12-months.

In the baseline data (Q3, 2019), Probation had zero eligible youth exit to permanency within 12 months who had been in care for 24 months or more, which fell below the National Standard. In the following three years, Probation continued to have zero youth exit to permanency within 12 months after being in care for 24 or more months.

- Year 1 (Q3, 2020), zero (0) of 'M' eligible youth
- Year 2 (Q3, 2021), zero (0) of 'M' eligible youth
- Year 3 (Q3, 2022), zero (0) of 'M' eligible youth

In the most recent data (Q3, 2023), Probation had zero eligible youth exit to permanency within 12 months who had been in care for 24 months or more, which fell below the National Standard of 37.3%. One significant factor impacting Probation's performance in this measure is the number of youths ordered to participate in residential sex offender treatment. Of the 'M' eligible youth included in the Q3, 2023 data, 'M' were required to successfully complete residential sex-offender treatment before being considered for a stepdown into permanency, thus requiring Probation to continue foster care efforts based on the intensive needs of these 'M' youth. While this measure was not selected for this C-CFSR Cycle, Probation targeted outcome measure P2 with the hope that efforts put forth to increase performance in P2 would also improve performance in P3.

PLACEMENT INITIATIVES

CWS

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)/HUMAN TRAFFICKING (HT)

The Department, in collaboration with community partners and the Anti-Human Trafficking Task Force (AHTTF), continues to prioritize prevention and education efforts and develop needed resources and support to decrease Human Trafficking in the County (SLO). Additionally, during Year 4 particular emphasis was placed on educating the task force, staff, families, community partners, and youth on the intersection between CSEC and labor trafficking and determining the next steps for inclusion of Labor Trafficking in County policy, procedure, protocols, training, resources, and materials.

Screening Tool

Child and Youth Human Trafficking Screening Tool – During Year 4 the department continued implementation of the Human Trafficking Screening tool in lieu of the formally utilized the CSE-IT tool for screening CSEC referrals and cases. This transition allows the integration of labor trafficking, additional risk factors, automation, and improved data analytics. The department previously convened a short-term limited workgroup to develop the alternate screening tool and continues to collaborate with stakeholders including the AHTTF in SLO County, CWS social workers, CWS social worker supervisors, community partners, PACT consultants with lived experience as well as the Child and Youth Human Trafficking collaborative provide ongoing feedback of the new tool.

Database Development – During Year 4 ongoing development of the database remained an area of focus to improve data tracking to evaluate implementation efficacy and inform program development and training needs. The internal CWS Placement Profile database and fillable Human Trafficking Screening Tool provide the mechanism for social workers to complete the screening tool in the database which allows DSS to track the completion of the tool more effectively, provides access to critical information for social workers after-hours and produces reports to support enhanced assessment and continuous quality improvement. Social workers are required to refer any youth identified as at risk or a victim of trafficking to the prevention and intervention program the Cool Aunt Series. If a referral is not in the best interest of the youth the social worker must document, why the referral was not made. The Department intends to assess whether youth referred to the resource have subsequent referrals or cases related to human trafficking and gauge the efficacy of the resource.

- Universal Human Trafficking Screening for all youth 10 or over since July 2023
 - 157 screenings have been completed for youth in placement.
 - Risk Factor Report
 - 11 High-Risk screenings
 - 106 Low/Moderate Risk
 - 39 No Risk
 - Starting January 29th all high-risk screenings have a pop-up window for social workers to record The Cool Aunt Series registration information for youth. To ensure the series is utilized, the window additionally captures the series completion date.

- 381 screenings have been completed for youth, not in placement.
 - Risk Factor Report
 - 0 High Risk
 - 280 Low/Moderate Risk
 - 101 No Risk

Anti-Human Trafficking Task Force (AHTTF) - The AHTTF is a stakeholder meeting, consisting of approximately 83 members, is led by the County of SLO Deputy District Attorney, and is comprised of fifty community partners, including DSS. The AHTTF meets in person bi-monthly to update county protocols and documents associated with human trafficking. DSS coordinated specialized training on the development of trauma-informed SLO, the intersection of labor trafficking with CSEC, and The Cool Aunt human trafficking prevention and intervention resource. The Department PM overseeing CSEC/Labor Trafficking chairs the Child and Youth Human Trafficking Subcommittee and Labor Trafficking Subcommittee.

Child and Youth Human Trafficking Subcommittee - The subcommittee is chaired by the Department Staff Development CWS Training Manager and Program Review Specialist as a part of the larger AHTTF led by the DA. The Child and Youth Human Trafficking Subcommittee was formerly known as the CSEC Subcommittee; however, the name was updated to be more inclusive of labor trafficking. The subcommittee continues to meet to review the strengths and needs of the community and identify areas for continuous quality improvement. Labor trafficking and the development of a shared community resource list and mentor options for youth at risk were identified as priorities. During Year 4 the Department updated policies and trainings for the inclusion of labor trafficking, collaborated with an intern from the District Attorney's Office on the continued development of a community resource guide, and initiated the Cool Aunt Series, which includes access to mentors with lived experience.

Labor Trafficking Subcommittee - The subcommittee is chaired by the Department Staff Development CWS Training Manager and Program Review Specialist as a part of the larger AHTTF led by the DA. This subcommittee has approximately 10 members and has continued to meet bi-monthly since its inception in January of 2023. The group identified continued education and training from the National Human Trafficking Technical Assistance Center (NHTTAC) as the next step in developing a greater understanding and a suggested program framework to address labor trafficking. NHTTAC will present at the larger Human Trafficking Task Force in March of 2024. This training will facilitate a continued conversation with community partners and identify the next steps of the collaboration.

PACT Tri-County Learning Collaborative - The PM and Program Review Specialist (PRS) who support the HT Program continue to attend quarterly meetings with Santa Barbara County and Ventura County to leverage cross-agency strengths and opportunities. The Department requests assistance as needed and seeks shared learning opportunities with other California County Child Welfare Departments.

Child and Youth Human Trafficking Policy and Procedure - Previously, in Year 3, the Human Trafficking Commercial Sexual Exploitation of Children (CSEC) and Labor Trafficking Policy and Procedure was updated to reflect the integration of labor trafficking, the updated screening tool, and database automation and revised processes. During Year 4 CWS staff received training at General Staff Meetings and Unit Specific Training as part of ongoing implementation and program evaluation.

In Year 4, the policy was updated to reflect additional internal database development to include the new sections in the database for ER and VFM social workers to complete the automated screening

tool. A reminder pop-up feature was also added which requires social workers to confirm that they completed the mandatory referral to the Cool Aunt Series or document why the referral was not completed. The policy was also updated to incorporate a “How to Guide” for registering youth, parents, and caregivers which supports resource utilization and ease of access to the program. This guide also incorporates a “Parent Resource Guide” with resources specifically developed for parents and caregivers who utilize the Cool Aunt Series.

Grade Expectations Tutoring Program – During Year 4 DSS continued to collaborate with SLOCOE and Grade Expectations to provide cyber safety, tutoring services, and technical support for children and families with an open dependency case, as well as those participating in Voluntary Family Maintenance (VFM) services or identified as at risk. The tutoring program provides educational resources and technical assistance for children and families given the changing landscape of academic instruction in schools in the county following the COVID-19 Pandemic and concurrently receive cyber safety training to aid in the prevention of exploitation and trafficking associated with higher volumes of screen time.

Instruction is offered in-person or virtually and English and Spanish tutoring instruction is available in-person and virtually to all families working with CWS. In the 2021/2022 school year eleven youth received cyber safety resources and tutoring services. In the 2022/2023 school year, eight youths have received cyber safety resources and tutoring services. To date, 19 youths have received academic tutoring and cyber safety resources and services.

The Cool Aunt Series –During Year 4 continued implementation of The Cool Aunt Series as a human trafficking prevention resource remained a priority. Through this resource, DSS can reach teens in a way that is engaging, thought-provoking, and driven by youth voices. This series provides educational and cyber safety resources not only to teens, but also to resource parents, birth families, and staff. When youth have finished viewing the series, they’re given a 10-question risk assessment survey to help identify any risk factors they may not have realized were present in their own lives. Upon completion of the survey, youth can request to speak with a youth mentor and survivor leader. After completing the series youth are added to The Cool Aunt mailing list to receive periodic resources, encouragement, and check-ins to keep the conversation and prevention alive.

Highlights since program implementation as of Year 4 include:

- 129 staff, youth, community partners, and resource parents have completed the series.
- 26.75 virtual ongoing training and youth mentoring hours have been used since July 2023.
- Ongoing monthly training topics provided by The Cool Aunt Series
 - Overcoming Barriers and Meeting Needs: Involving Hispanic Youth in Human Trafficking Prevention
 - Conversations that Avoid Confrontation: Opening Lines of Communication with Youth
 - Resiliency Factors for Male Survivors of Abuse
 - Somatic Work with Youth: A Useful Tool in Human Trafficking Prevention
 - Caring for Yourself Well
 - Engaging All Youth in Human Trafficking Prevention
 - Full Screening: Boys Documentary
- The series was presented to stakeholders on seven occasions and interested parties have

reached out to request The Cool Aunt presentation be brought to additional forums.

- DSS has received requests to make the resource available to students, at their schools.

SAFETY ORGANIZED PRACTICE (SOP)

SOP Training Module Series - During Year 4 the department focused on the SOP program reconstruction to include an emphasis on Family Centered Practice and Teaming, as well as a training framework specialized for supervisory delivery and oversight.

Before the program reconstruction in Year 4, the Training Module Series was mandatory training for all CWS social workers and social worker supervisors. The training provided an SOP overview as well as in-depth training for various SOP module topics to support continued integration and skill development in practice and quality supervision. Overall, 55% of supervisors and social workers completed all modules, while close to 90% of supervisors and social workers completed all but 1 or 2 of the modules. Considering the high turnover of staff and the transitions due to Covid-19, this surpassed our expectations.

During Year 4 it was determined that SOP would be rebranded to Family Centered Practice and Teaming. In this new model, unit supervisors will co-construct unit-specific training for their staff and receive unit-specific SOP tools. Accordingly, Staff Development and the SOP Leads are in the progress of co-development of specialized training and resources for Intake, Emergency Response (ER), Dependency Investigations, Family Maintenance/Family Reunification (FM/FR), Voluntary Family Maintenance (VFM), Resource Family Approval (RFA), Placement, and Adoptions.

Family-Centered Teaming sessions were launched in November 2023 and received a high participation rate. To date, the following sessions have been provided and will continue monthly.

Specialized Training Participation:

November 2023: 15 (including social workers, supervisors, trainers, and support staff)

December 2023: 26 (including social workers, supervisors, trainers, and support staff)

January 2024: 19 (including social workers, supervisors, trainers, and support staff)

SOP Coaching Sessions - SOP coaching is provided on a case-by-case basis when social workers request support.

SOP Trainers Work Group - This internal work group continues to meet monthly to assess training needs for the department and community. Staff are invited to participate in receiving specialized training to become an SOP coach for the department. Each unit in the department selects a minimum of one staff member to be the lead for SOP in their respective units. This supports ongoing mentorship, specialized training, and program implementation. These SOP champions are offered a variety of professional development opportunities including coaching peers, developing curriculum and training components of the SOP module training, and SOP/ICPM community training. The SOP coaches and trainers are an incredible asset to the program and community.

SOP 101/ICPM Community Training - DSS provides specialized training for community partners to ensure shared understanding, common language, and collaboration in serving children and families through the ICPM/SOP framework. This training is also a prerequisite for the CFT community training which cross-agency staff complete following this training. SOP coaches and trainers have taken the lead in providing this training to the community and have done an excellent job. In the past year, 49 community partners received this training.

SOP State Backbone Committee/SOP Tool Kit - The Program Manager overseeing the SOP Program

and two SOP Lead CWS Supervisors continue to participate in monthly committee meetings with leaders across the state. This group identifies and cultivates needed resources and training to support implementation across the state. SLO County is identified as one of the leading counties in SOP implementation and is often called upon to present at conferences and convenings. During Year 3, a CWS Social Work Supervisor and two SOP Lead CWS Social Workers presented at the SOP Conference in 2022 and the Signs of Safety International Conference. During Year 4 SLO County DSS is hosting the SOP Backbone in-person convening and anticipates one social worker and two supervisors will present at the upcoming SOP State Conference 2024.

Tools and resources developed by SOP Leads include:

- Scaling tools
- Relapse scale
- Regulation scale
- Relationship scale
- Youth support circles
- SOP Safety Plans
- SOP bags
- Harm and Danger formula sheet
- Safety Goal formula sheet
- Three column tools for each type of CFT
- Support Circles
- Embedding SOP into case plans by creating a collaborative process for case plan development
- Unit Specific Conference Templates for Intake, ER, Placement, Court, VFM, FM/FR and Adoptions

CHILD AND ADOLESCENT STRENGTHS AND NEEDS ASSESSMENT (CANS)

CWS continues to collaborate with County Behavioral Health, Family Care Network Inc., and Seneca Family of Agencies on the completion, coordination, and provision of CANS and the entry into CARES. Results of CANS are integrated into CFTs and case plan development throughout the life of the case. Monthly CFT/CANS meetings are held monthly to support continued practice integration and skill development. CFT community training is now covered by SOP Foundations/ICPM which is offered to the community bi-annually. CWS works with community partners to identify needs and gaps in the completion and submission of CANS.

In Year 4 the Staff Development PM and PRS participated in the CFT and CANS Implementation Team meetings through CDSS and the CFT/CANS Let's Talk Collaborative through CCTA. Both meetings provide opportunities for continuous statewide collaboration and feedback.

CHILD AND FAMILY TEAM (CFT) MEETINGS

CFT Facilitation within the SOP framework and CANS integration for Case Planning – During Year 4 the department focused on continuous quality improvement of the CFT Facilitation Model that was initially implemented in July of Year 1. Within this model, a dedicated Child and Family Team (CFT) facilitator facilitates CFTs for all initial case plans before the Dispositional Hearing. This CFT facilitator

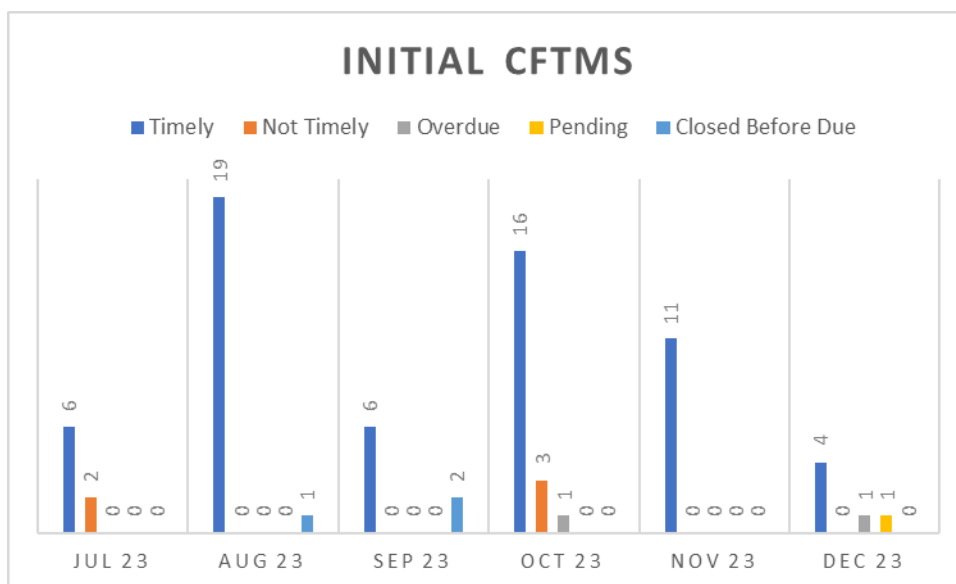
also provides facilitation support to social workers in instances of particularly complex or contentious meetings. Additionally, the Department continues to use a specialized training model in which supervisors and staff shadow the designated CFT facilitator in a case planning CFT. This training model supports the utilization of current cases and observation of skill integration to increase understanding, skill, and practical application. CWS will continue to assess ongoing specialized training needs in these areas to support continuous quality improvement. Social Worker Supervisors, Program Managers, and Division Managers meet monthly to review SafeMeasures completion data and discuss methods for continuous improvement.

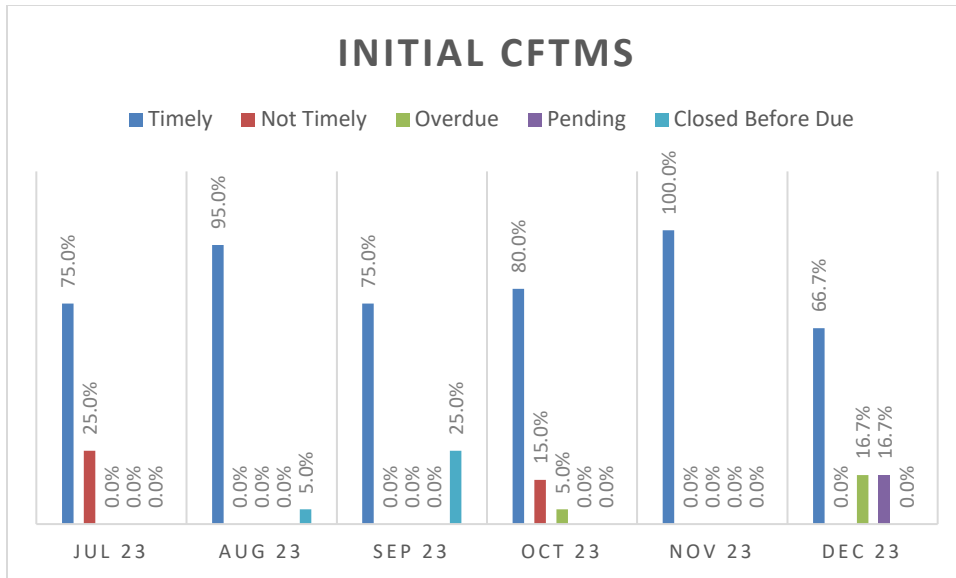
CFT Prior to Status Review Hearings – During Year 4 our VFM program continued CFT facilitation provision for all initial case planning CFTs to ensure consistency within the SOP framework and expanded facilitation support to include case plan update CFTs as requested by staff. Social workers and Social Work Supervisors can shadow CFT facilitation as a training opportunity to support skill development. All court reports must contain a CFT section. The department continues to utilize the CFT template developed by our Court Unit to uniformly capture all necessary information from the CFT to be included in the court report. The CFT date, type of CFT, goals, strategies and purpose, team members and roles and relationship to the child, engagement efforts, tribal representation, and next steps are examples of information included in the court report.

CFT for Voluntary Family Maintenance cases – In Year 4 SafeMeasures data reflects continued progress in the trend line for timely completions of CFTs. The department consistently performs in the top 10 counties for completion of initial CFTs and in the top 5 counties for ongoing CFTs. The department continues to leverage the internal database developed to provide analytics on CFTs with the VFM program. Between July and January of 2024, there were 142 Child and Family Team meetings held for Voluntary Family Maintenance cases.

Year 4 CFT Data for Initial CFTs:

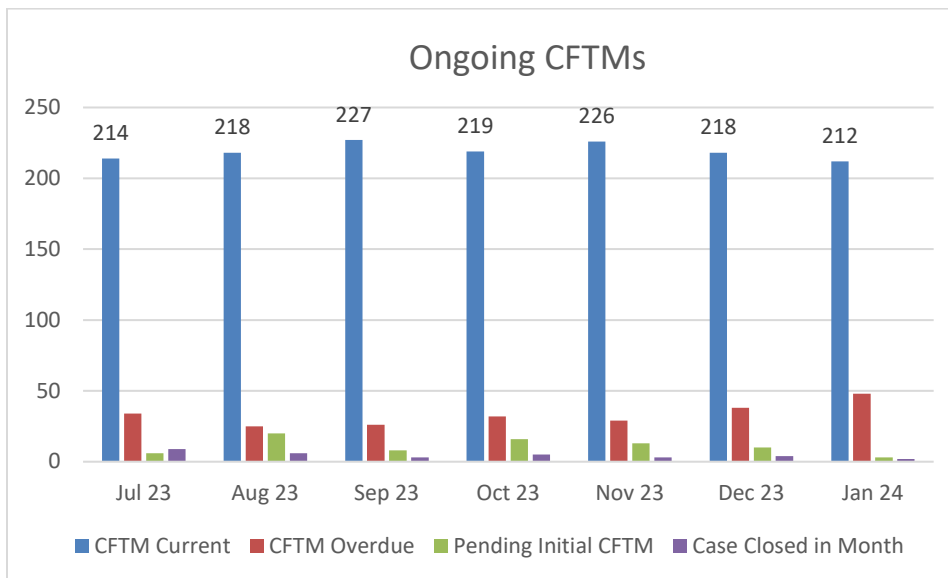
SafeMeasures data for Initial CFTs reflect that from the period of July 2023 to December 2023 there were 73 Initial Child and Family Team meetings required. Of those, 3 cases were closed before the CFTM was due, 5 were completed not timely, 2 were overdue and 62 were completed on time. SLO County CWS is consistently ranking in the top 10 counties for timely completion of initial CFTMs.

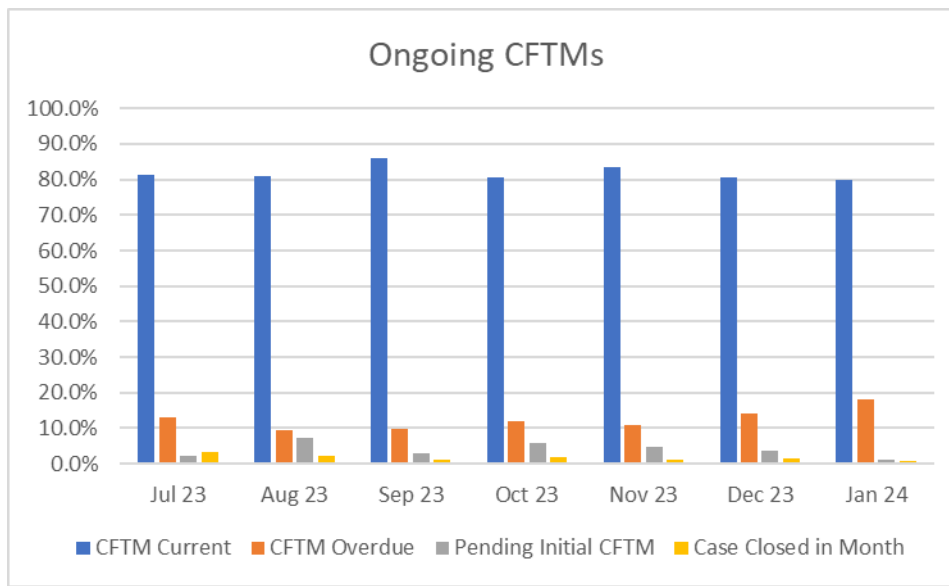




SafeMeasures Data for Ongoing CFTMs –

Between July 2023 and January 2024, there were between 263 – 272 ongoing cases which required CFTMs at regular intervals to remain in compliance. The department averaged between 80-86% timely completion rate, with over a total of 300 ongoing CFTM meetings held. SLO County is frequently in the top 5 counties in the state for timely ongoing CFTM completion rate.





CFT and the Qualified Individual (QI) – During Year 4, CWS worked with the FFPSA/QI Workgroup and internal IT on improvements to an internal database for QI referrals. Through this work, CWS was able to process QI referrals in a timely manner to reach mandated requirements. The QI Referral, Assessment, Recommendation Flowchart tool was created to provide a quick visual referral process for STRTP recommendation after the CFT has met to develop strategies for placement preservation vs process for emergency placement.

To streamline the QI process, all requests for QI Assessments are first submitted by the social worker to their supervisor. A supervisor approval button was added to the internal database to ensure the accuracy and timely completion of all required documents for a request for a QI assessment. Once approved, the supervisor submits the referral to Behavioral Health.

Additionally, the Qualified Individual Authorization to Disclose Information Guide was created with Behavioral Health. The guide is used by social workers to ensure all necessary information is incorporated into the authorization. The guide was integral in further streamlining the QI process and ensuring all timelines were met.

CWS also added functionality to the internal QI database by creating a reminder email to be sent to the Social Worker, Social Worker Supervisor, Program Manager, and Program Review Specialist for any QI referrals that have a QI Assessment Completion date approaching. This ensures that the second CFT is completed within 25 days of the QI assessment being submitted and accepted by Behavioral Health.

CFTs and Incarcerated Parents - During Year 4 the Department continued to coordinate CFTs for incarcerated parents as needed. In Year 3 of the pandemic, several meetings transitioned to a Zoom platform, one of those being CFT meetings. This proved to be difficult to get incarcerated parents to their CFT meetings as the Jail is very understaffed. Staff continued to reach out to Jail staff underlining the critical importance of parent's participation in CFTs, how it relates to reunification with their children, and that they have a legislative right to attend the CFT. To work through this barrier CWS worked collaboratively with the Supervising Correctional Technicians at the Sheriff's Department and identified a point of contact for CFT coordination at the jail. CWS staff are now able to contact the coordinator directly to support incarcerated parents' attendance at CFTs.

CFTs for Monolingual Families – During Year 4 the Department continued to work to identify additional Spanish CFT facilitation resources. Although DSS reached out directly to interpreters across the state and developed a list of Court Certified interpreters willing to travel to SLO County, however, there is limited availability of interpreters needed to ensure high-quality interpretation services for both in-person and virtual CFTs. As such, DSS is working to develop internal resources to support CFT facilitation for monolingual Spanish-speaking families.

CFT Policy and Procedure (P&P) Updates – In Year 4- The CFT Policy and Procedure was updated to include information on documenting attempted CFTs in CMS when parents are non-responsive to social workers' requests for participation in a CFT. It is the expectation that the social worker continues to reach out to the family to engage them in the teaming process.

CFT/CANS Workgroup During Year 4 the workgroup continues to meet monthly for ongoing program analysis and continuous quality improvement.

LINKAGES

CWS continues to support the Linkages program as a collaboration between CalWORKs and Child Welfare to create a continuum of services and supports to promote child and family well-being. The purpose of Linkages is the development of a coordinated services approach between CWS and PS to better serve and support families and to improve safety and economic stability outcomes. Our local Linkages team is comprised of CWS and PS Program Managers and Program Review Specialists who meet monthly to determine the next steps in continuous program improvement.

In Year 4 Linkages Coordinators attended all Linkages Peer Sharing events and prevention webinars. Linkages Coordinators updated the Linkages Policy & Procedure and are scheduling a short-term workgroup to develop Linkages 2.0 training for staff. This time-limited workgroup will have representation from each Child Welfare unit and Participant Services staff from each office. Training AM & PM sessions in the North, Central, and South County regions for a total of six 2-hour training options.

Previously, in Year 3 the Department participated in the Linkages 2.0 Convening to support the relaunch of Linkages in San Luis Obispo. Engagement Surveys were sent to CWS and PS staff to determine barriers and opportunities with current policy and procedure. The team identified the need to obtain baseline information and feedback from staff regarding the efficacy of the current policy and procedure to inform program development. To support this, surveys were sent to CWS and PS to identify any barriers to the current process. Results provided in the survey highlighted the following three areas of priority:

1. Communication between branches- Developing expectations about what should be shared between divisions and how often communication should occur.
2. Sharing of confidential information, expectations for information sharing -Clarifying mandates around confidentiality and information sharing
3. Setting a consistent process, next steps after the Linkages email is sent

Based on feedback from the staff surveys, the linkages team is in the process of revising the Policy and Procedure (P&P) to address the priority areas for improvement, develop training for CWS and PS staff, work on database development for linked cases with the transition from CalWIN to CalSAWS and identify additional opportunities to support prevention services for CalWORKS families not eligible for Family Stabilization Services.

TRAUMA-INFORMED CARE

The Parent Coaching Program

The Parent Coaching Program is a Trauma-Informed clinical therapeutic resource for individuals and families with open VFM, and ongoing cases. Families receive personalized education and support on specific parenting issues such as parenting teens, developmentally appropriate discipline, co-parenting, domestic violence, anxiety, attachment, and the impact of trauma. Families can receive 1-3 free family coaching sessions with teaming inclusion. This program is very well received and was expanded to include a specialized program for families considering permanent placement or post-adoption families. This component of the program was developed to support placement stability, and permanency and mitigate re-entry into care.

Trauma-informed parenting, caregiver, and staff resources are distributed electronically monthly which families can utilize and then receive individual coaching and support. The program provides free access to the Trauma Toolkit for staff, parents, caregivers, and community partners. The department is currently working to launch monthly drop-in parent coaching sessions as an added resource to support placement stability and child wellbeing.

FY 2023-2024: To date 49 Parent Coaching sessions have been provided.

FY 2023-2024: To date 17 Permanency Focused Parent Coaching sessions have been provided.

Adoption Toolbox Specialized Permanency Program

This training program and web-based Adoption Toolbox resource were developed in response to specific needs for pre and post-adoptive families to support placement stability and reduce reentries into care. This unique series combines quarterly training focused on permanency in conjunction with the opportunity to attend 1-5 parent coaching sessions to receive support on the individual needs of youth and families. To support awareness and utilization of this resource the department shares information about this resource through QPI, the Parent Empowerment Newsletter, and GSM staff training. The Adoptions Social Work Supervisor and social workers are participating in the training to support staff referrals to the program.

Adoption Toolbox Quarterly Training Provision and Participation:

- Non-Relative Extended Family Members (NREFMs) – September 2023
 - Focus on the role of non-relative extended family members in supporting adoptive families and maintaining family connections.
 - Attendance:
 - 4 Resource Parents
 - 1 Staff
- How to Talk about Adoption and Sensitive Topics – December 2023
 - Learn how to explain adoption to various developmental ages and stages, share sensitive information, and use positive adoption language (PAL).
 - Attendance:
 - 9 Resource Parents
 - 4 Staff

- Post-Traumatic Growth and Building Resilience in Families – Scheduled March 2024
 - Identify tools and techniques to help adoptive families cope with challenges and develop resilience over time. Learn the role of PTG in transforming trauma into healing.
 - Prioritize self-care strategies in the rhythms and routines of family life to avoid burnout.
 - Differentiate the ideas of compassion satisfaction, compassion fatigue, and secondary traumatic stress.
- Developmental Re-Parenting Techniques – June 2023
 - Learn effective parenting strategies to meet the unique needs of adopted children and promote healthy family dynamics.

Monthly resources provided to CWS Staff and Resource Families through the Parent Coaching Program include:

July 2023

- Breaking Free from Media-Induced Anxiety
- Cracking the Anxiety Code: Understanding Your Triggers
- The Power of Yet: Embracing Growth and Positivity in the Face of Adversity
- Restoring Peaceful Sleep: Nurturing Your Spirit with Trauma-Informed Care
- The Quest for Hope: An Epic Adventure of Personal Transformation

August 2023

- 1 Minute Cure for Distressing Emotions
- Why Your Stuffed Animal is a Source of Comfort
- The Pillars of Resilience
- Creating a Resilient Mindset
- Moral Scrupulosity and OCD

September 2023

- Helping Children Make Friends After Bullying
- C.O.P.I.N.G. Through Adversity and Stress
- The Diverse World of Adoptive and Foster Placement
- Trauma-Informed Social Emotional Learning: A Guide
- Creating Positive Moods in Your Children

October 2023

- The Magic of the Physiological Sigh
- Back to School Stress and Coping with School Refusal

- Overcoming Perfectionism for a More Happier, Peaceful You
- Coping with OCD using the E.R.A.S.E. Model

November 2023

- Understanding and Managing Relationship Anxiety
- 5 Questions that will push your “Quality of Life”
- Safety is the Cornerstone of Trauma-informed Care
- ERASE: Overcoming Obsessive-Compulsive Disorders

December 2023

- Co-Parenting After Divorce: A Journey of Love and Growth
- Building Confidence in Children: Nurturing Self-Assurance and Resilience
- Navigating the Zones of Growth: What Zone Are You In?
- Fear of Failure: A Childhood Epidemic
- Boosting Your Teen’s Confidence

January 2024

- Navigating Sensitive Conversations in Families
- Reconciliation in Families: Why It Is, What It Is, and What It Is Not!
- How to Challenge Negative Thinking: Your Guide to a Positive Mindset
- Anxiety In Children: A Growing Problem
- Dear Anger Diary...

February 2024

- Confronting Our Mortality: Existential Anxiety
- Navigating the Intricate Dance between Stress and Anxiety
- Let’s Make 2024 The Year for Self-Care
- 25 Coping Skills for Children with Highly Sensitive Nervous System
- Emotions must be Mentioned to be Managed

Trauma-Informed SLO

Trauma-Informed SLO was co-created with community partners following the sunset of a multi-year training collaborative called Trauma Informed Champions of Change.

The vision of Trauma Informed SLO is to build a diverse, equitable, and inclusive network of San Luis Obispo County healthcare providers, service organizations, educators, clinicians, businesses, and individuals, to mobilize and align a Trauma Informed Community.

The collaborative consists of 70 community stakeholders who meet bi-monthly to foster collaborative partnerships and through those relationships, organize a coordinated response to assess, develop, and provide needed trauma-informed services and supports in our community. The SD PM and PRS overseeing this program sit on the steering committee alongside three community partners.

Focus groups held through this collaborative identified the need for community strength and needs analysis, the development of a shared community training calendar, and additional trauma-informed support for schools and students in our county.

During Year 4 a contract was developed to conduct a community assessment, a shared training calendar was created for SLO County on PACES Connect, and the San Luis Obispo County Office of Education and the Sticks and Stones Program collaborated toward implementation in Elementary schools in our county's most vulnerable communities.

- Trauma-Informed Care Community Needs Assessment Contract:
 - Carsel Consulting was awarded the contract to complete a community-wide analysis of Trauma-Informed Care practices, services, and training in our community.
 - A Trauma Informed Practices Survey was developed and administered which yielded 56 responses from agencies in SLO County. The results of this survey will be used to bring resources and expertise to each of our organizations in the areas identified as needs. These resources will help to strengthen our services, improve staff resilience, and guide our organizational best practices related to trauma-informed care.
 - Next steps in this contract include planned key informant interviews and listening sessions with select agencies to assess organizational and broader community needs.
- Trauma-Informed Practices and Support for Schools and Students:
 - Harmony at Home presented information on their Sticks and Stones Program to the TI SLO collaborative in 2023. The Sticks and Stones program was launched in Salinas in 2004 and is now in 51 schools in Monterey County. Program expansion in Monterey County was a result of positive outcomes experienced in the community and supported with longitudinal data that demonstrates this 10-week program has had a profound impact on mitigating absenteeism, and behavioral issues, and supporting emotional regulation in students who participated.
 - The TI SLO collaborative advocated to pilot this program in SLO County. In response to the request, the department facilitated the connection between the SLOCOE Quality Assurance Director and the Director and CEO of Harmony at Home. As a result, SLO County received a generous grant to implement a pilot program for 2 years in 4 schools in our community. 4 school sites have been selected in the county's most vulnerable communities and are in the process of MOU completion.
 - Emphasis on data-driven outcomes and sustainability are key focus areas. This program is an early intervention and prevention program intended to support the academic, social, and emotional well-being of students. This program will be available to any youth identified as at risk, with support for foster youth and youth experiencing homelessness or any vulnerability.

YOUTH ENGAGEMENT PROJECT (YEP)

The Youth Engagement Project works with former foster youth to enhance the voice of youth with lived experience in the CWS program and policy development. The SLO County program was co-created and guided by youth voice and is in the 3rd year of implementation. Currently, 7 youth ambassadors are standing members of multiple collaboratives including the Children & Youth Human Trafficking Prevention Subcommittee, The Child Abuse Prevention Planning Team, QPI, the Youth

Homeless Advisory Counsel, and multiple other workgroups. The CWS PRS and PM coordinating the program have cultivated close and longstanding relationships with these youth which also provides substantial individual and group mentorship as well as ongoing professional development and career opportunities. Reimbursement to ambassadors is determined by contribution level and longevity of program participation. Ambassadors create annual program goals and evaluations that the youth developed for the program to foster engagement, contribution, and accountability. Annual gatherings include Friendsgiving on Thanksgiving Day, a winter holiday party, and quarterly in-person events to foster connection, support, and community. The department was notified that there are 4 additional youth in ILP who are interested in participating in the program. The CWS Program Manager and the YEP PRS program coordinator are working with the ambassadors on a program expansion model and a framework for recruiting and selecting additional ambassadors.

Year 4 and collective contributions include:

- SOGIE Gender Expression Statements for Resource Family Training:
 - Ambassadors provided statements sharing what gender expression means to them, how they express their gender, and what resource homes can do to encourage gender expression.
- Recruitment Video:
 - Ambassadors contributed to resource home recruitment videos and shared their responses to the following questions.
 - What misconceptions or stereotypes do you think exist regarding youth in care?
 - What fears did you have when entering care?
 - As a former foster youth, how important is it to resolve the resource family deficit?
 - What traits/qualities do you feel make a good resource family/parent?
 - What positive message would you like to share with those who are considering becoming a resource parent/family?
- You're Not Alone Resource Guide:
 - A Youth Ambassador is developing a resource guide for students, especially those with English as a Second Language. This guide will provide resources, including Human Trafficking prevention resources, in English, Spanish, and Mixteco for youth and their families in San Luis Obispo County. This project is a collaboration between the Department of Social Services and the San Luis Obispo County Office of Education (SLOCOE).
- See Something, Say Something:
 - Youth ambassadors and the YEP PRS program coordinator work with Freedom Calling, a local non-profit, on a "See Something, Say Something" bathroom stall campaign, dispersing Human Trafficking prevention, intervention, and supportive service resources to local businesses.
- Monthly Parent Empowerment Newsletter Articles:

- Ambassadors submit monthly articles which are published in the department's Parent Empowerment Newsletter. Through this newsletter, youth share their voice on important topics with Resource Parents, Staff, CASA, and community members in our county. Article topics for Year 4 include contributions on the following:
 - Black History Month
 - FAFSA & Student Aid
 - Human Trafficking Prevention
 - Holidays
 - Extra-Curricular Activities
 - Back to School
 - Summertime
- Resource Accessibility Project –Ambassadors are working with community partners to make resources more accessible to students in schools, especially to youth with ESL.
- National Foster Care Awareness Month Video – Ambassadors are working with staff to create a video to be presented to the San Luis Obispo County Board of Supervisors in May
- Youth Expression Art Campaign- Ambassadors submitted testimonials and artwork describing their experience in foster care which were utilized in resource family recruitment efforts. Postcards were created reflecting art submissions and included a QR code to direct our community to slofostercare.com for information on becoming a resource parent. SLO County YEP Ambassadors presented a panel at the RFA convening which was very well received.
- The Cool Aunt Series- One ambassador worked with The Cool Aunt Series creator and our staff in the development of our local dashboard. All ambassadors completed the series and provided feedback that the series was very relatable and brought awareness to risk factors in their own lives they didn't even realize were there.
- Youth Ambassadors also contributed to the following projects:
 - Local Teen Resource Guide
 - Development of Cultural Inclusivity Curriculum
 - About Your Child Questionnaire
 - About Your Child Letter to Birth Parent
 - About Your Child, All About Me Letter to Resource Parent

PROBATION

COASTAL VALLEY ACADEMY (CVA)

In 2017, Probation opened a custody commitment program committed to influencing positive change in the lives of youthful offenders by engaging them in comprehensive residential treatment and education services in a safe and supportive environment. The CVA provides residential treatment programming for wards of the Juvenile Justice Court who have been removed from the homes of their parent(s)/guardian(s). CVA serves female and male youth who are at least 14 years of age and who previously would likely have been sent to Group Home placements. Implementation of this program

was included in the previous SIP and has been Juvenile Probation's most significant achievement towards improving goals and outcomes for youth in need of residential care.

The CVA program adheres to the tenets of the Continuum of Care Reform (CCR) Act launched in September 2012, by the California Department of Social Services (CDSS) in partnership with the County Welfare Directors Association of California (CWDA) in that the CVA provides youth with a local alternative to congregate care that includes intensive case management, evidence-based treatment programming, individual and family counseling, and substance abuse treatment services. The CVA program also adheres to the guiding principles outlined in the California Fostering Connections to Success Act (AB12) by connecting youth with vocational, educational, and housing services to assist them with transitioning to responsible adulthood. Program length varies based on the individual needs and circumstances of each youth as well as progress in treatment and overall behavior.

The goal of the CVA is to safely return youth to the community after reducing their risk of future delinquent behavior by improving their reasoning and avoidance skills and providing them with positive pro-social replacement activities.

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)

In 2014, the County of SLO convened a multi-agency stakeholder work group to address the Commercial Sexual Exploitation (CSE) of children and youth in the community. To support a coordinated response, the CSEC Collaborative Response Team convened. This strategic workgroup collaborated on the development of a County CSEC Protocol, associated MOU, and policies and procedures to prevent and respond to CSEC in the community.

The CSEC Collaborative Response Team of the County of SLO, led by CWS, takes a victim-centered approach to ensure that youth who are sexually exploited receive the support and services they need. The primary goal is to prevent the sexual exploitation of youth and to help the youth of CSE heal, address their trauma, build skills to enter adulthood and contribute to society.

In addition to the progress that CWS has made with CSEC, Probation continues to collaborate with CWS in identifying CSEC youth and to utilize the West Coast Children's Clinic Commercial Sexual Exploitation – Identification Tool (CSE-IT). The CSE-IT is used to identify whether children/youth have been, are being, or are at risk of CSE. The CSE-IT is used to screen all children aged 10 and above who are chronically on the run and/or living in the same home in which another child is identified as having been exploited.

Identified CSEC victims are referred to County Behavioral Health for a Child and Adolescent Needs and Strengths (CANS) mental health evaluation.

Probation screens youth who are identified as victims of CSE or who are at risk of CSE when they enter the Juvenile Hall, when a change in placement happens, and/or every six months to monitor progress.

CREATIVE MEDIATION FOR JUVENILE PROBATION

In 2019, the Probation Department received funds from the Youth Reinvestment Grant (YRG) Program to extend and expand the mediation and restorative justice services provided in the current Restorative Dialogue Program (RDP). RDP services were developed through a collaborative pilot program beginning in 2017 between Probation and Creative Mediation at Wilshire Community Services, SLO County's not-for-profit community mediation center. These services include intake assessment, coordination, and delivery of Parent Teen Mediation sessions, Victim Offender Dialogue with Family Group Conferencing, and Youth Conflict Mediation sessions. Previously these services were only available to youth involved with Probation, yet the need was much wider. Funding from the

YRG allowed Probation to extend these services to at-risk youth before involvement in the justice system and increase access for monolingual Spanish-speaking families by establishing a bilingual resource coordinator position. Furthermore, this funding provided training to expand the existing service array to include restorative practices such as Re-entry Circles and Restorative Conferences in specified schools, allowing more opportunities to divert youth from justice system involvement at the earliest possible point. This extension and expansion will prevent Probation-involved-youth from further penetration in the juvenile justice system; prevent non-involved youth from being formally referred to Probation and increase access to and participation in such restorative services among Hispanic youth and their families.

At the expiration of the grant, in February 2023, Probation continued to fund the Restorative Dialogue Program at a reduced level for justice-involved youth, youth participating in the County's Services Affirming Family Empowerment System of Care (SAFE-SOC), and those youth enrolled with the two largest school districts or with the San Luis Obispo County Office of Education. Continued access to these services serves as a critical prevention component of the juvenile justice continuum within the county.

SIP CHART

CWS P5 PLACEMENT STABILITY

This measure reflects the number of placement moves per thousand days during a twelve-month period.

Compliance Standard (Round 3 for Year 1 and Year 2):

<4.12 placement moves.

CSA Baseline Performance (Q3, 2019):

5.34

Annual SIP Progress Report 2021 Results, Year 1 (Q3, 2020):

4.01

Annual SIP Progress Report 2021 Results, Year 2 (Q3, 2021):

3.39

Compliance Standard (Round 4 for Year 3):

<4.48

Annual SIP Progress Report 2021 Results, Year 3 (Q3, 2022):

4.35

Annual SIP Progress Report 2021 Results, Year 4 (Q3, 2023):

3.82

Target Improvement Goal:

The target improvement goal is to meet or exceed (by being lower than) the national standard of 4.48 placement moves per 1,000 days. SLO County anticipates that it will take two years of implementation of recruitment and retention strategies to see a measurable impact on placement stability. Therefore, the Department expects the goal will be met incrementally over the five years, resulting in meeting the national standard of 4.48 placement moves per 1,000 days.

5-Year Plan:

Year 2 (June 10, 2021 – June 9, 2022):

≤ 5.14

Year 3 (June 10, 2022 – June 9, 2023):

≤ 4.8

Year 4 (June 10, 2023 – June 9, 2024):

≤ 4.46

Year 5 (June 10, 2024 – June 9, 2025):

≤ 4.12

CWS SYSTEMIC FACTOR: STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING SYSTEMIC FACTOR COUNTY TRAINING AND DEVELOPING PROGRAMS

CWS will administer at least two specialized training courses during Year 1 and Year 2. CWS will administer at least three specialized training courses during Year 3, Year 4, and Year 5.

CSA Baseline Performance:

2

Annual SIP Progress Report Results 2021, Year 1 (Q3, 2020):

5

Annual SIP Progress Report Results 2021, Year 2 (Q3, 2021):

15

Annual SIP Progress Report Results 2021, Year 3 (Q3, 2022):

24

Annual SIP Progress Report 2021 Results, Year 4 (Q3, 2023):

32

Target Improvement Goal:

Provide quality training focused on giving staff the tools they require to meet the needs of our community, particularly those who are most at risk of abuse. 5-year plan:

5-year Plan:

Year 2 (June 10, 2021 – June 9, 2022):

Administer at least 2 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 3 (June 10, 2022 – June 9, 2023):

Administer at least 2 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 4 (June 10, 2023 – June 9, 2024):

Administer at least 3 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 5 (June 10, 2024 – June 9, 2025):

Administer at least 3 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

CWS SYSTEMIC FACTOR: FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

CWS will recruit unmatched resource family homes for youth ages eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

Annual SIP Progress Report Results 2021, Year 1 (Q3, 2020):

Recruited 11 homes willing to take eleven to seventeen years old.

Annual SIP Progress Report Results 2021, Year 2 (Q3, 2021):

Recruited 5 homes willing to take eleven to seventeen years old.

Annual SIP Progress Report Results 2021, Year 3 (Q3, 2022):

Recruited 8 homes willing to take eleven to seventeen years old.

Annual SIP Progress Report 2021 Results, Year 4 (Q3, 2023):

Recruited 8 homes willing to take eleven to seventeen years old.

Target Improvement Goal:

Recruit unmatched resource family homes for youth ages eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

5-year plan:

Year 2 (June 10, 2021 – June 9, 2022):

Recruit 4 unmatched resource family homes for youth ages eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

Year 3 (June 10, 2022 – June 9, 2023):

Recruit 4 unmatched resource family homes for youth ages eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

Year 4 (June 10, 2023 – June 9, 2024):

Recruit 5 unmatched resource family homes for youth ages eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

Year 5 (June 10, 2024 – June 9, 2025):

Recruit 6 unmatched resource family homes for youth ages eleven to seventeen, by developing and utilizing creative outreach and recruitment strategies.

PROBATION P2 PERMANENCY IN 12 MONTHS (IN CARE 12 – 23 MONTHS)

This measure reflects the number of youths who had been in care between 12 and 23 months who were discharged to permanency within 12 months.

Compliance Standard (Round 3 for Baseline, Year 1, and Year 2):

43.6%> Permanency in 12 months (in care 12 - 23 months)

CSA Baseline Performance (Q3, 2019):

0.0% – Zero (0) of three (3) eligible youth

Annual SIP Progress Report Results, Year 1 (Q3, 2020):

0.0% – Zero (0) of one (1) eligible youth

Annual SIP Progress Report Results, Year 2 (Q3, 2021):

0.0% – Zero (0) of one (1) eligible youth

Compliance Standard (Round 4 for Year 3 and Year 4):

43.8%> Permanency in 12 months (in care 12 - 23 months)

Annual SIP Progress Report Results, Year 3 (Q3, 2022):

n/a – No eligible youth to meet criteria

Annual SIP Progress Report Results, Year 4 (Q3, 2023):

100% - One (1) of one (1) eligible youth

Target Improvement Goal:

The target improvement goal is to meet or exceed the National Standard of 43.6%> (2019 – 2021), 43.8%> (2022 – current) permanency in 12 months (in care 12-23 months). Probation anticipated it would take two years from implementation before the two selected strategies began showing measurable impacts for youth being discharged into permanency within 12 months (in care 12-23 months). Therefore, Probation projected the goal would be met incrementally over the five-year C-CFSR Cycle, resulting in meeting or exceeding the National Standard.

5-year plan:Year 2:

Increase the number of youths discharged to permanency within 12 months (in care 12 – 23 months) by at least $\geq 7.26\%$

Year 3:

Continue to increase the number of youths discharged to permanency within 12 months (in care 12 – 23 months) from $\geq 7.26\%$ to at least $\geq 18.16\%$

Year 4:

Continue to increase the number of youths discharged to permanency within 12 months (in care 12 – 23 months) from $\geq 18.16\%$ to at least $\geq 32.69\%$

Year 5:

Reach or outperform the National Standard of 43.8%> of youth attaining permanency within 12 months (in care 12 - 23 months)

CWS Strategy 1:

Improve retention of workers within the Family Maintenance/Reunification units by providing consistent training and coaching identified by staff.

Applicable Outcome Measure(s) and/or Systemic Factors:

P5: Placement Stability & Staff, Caregiver, and Service Provider Training Systemic Factor

☐ CAPIT

☐ PSSF

☒ N/A

☐ CBCAP

☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. Identify opportunities for continual staff development through social worker, supervisor, and manager suggestions, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement.	July 2021	☐ Completed (MM/YY)	CWS Program Manager
		☐ On/ahead of schedule	FM/FR Supervisors
		☐ Behind schedule	FM/FR Program Review Specialist
		☐ No longer applicable	FM/FR Social Workers
		☒ Ongoing	
		☐ Postponed	
B. Establish clear ongoing goals as identified by social workers, supervisors, and managers, referencing regulations, statutes, and P&Ps; SDM and Safe Measures; UCB data; and CMS/BI reports for Family Maintenance/Family Reunification program; utilize established Leadership, Management, and Supervisor meetings to assess and review social worker satisfaction and retention across programs by social worker self-report and feedback from supervisors and managers.	January 2023	☐ Completed (MM/YY)	CWS Program Manager
		☐ On/ahead of schedule	FM/FR Supervisors
		☐ Behind schedule	FM/FR Program Review Specialist
		☐ No longer applicable	
		☒ Ongoing	
		☐ Postponed	
C. Provide social worker, supervisor, and manager requested Sexual Orientation Gender Identity Expression (SOGIE) training to social workers, supervisors and managers.	October 2021	☒ Completed (06/22)	CWS Program Manager
		☐ On/ahead of schedule	Training Program
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	

D. Provide social worker, supervisor, and manager requested Family Engagement and Concurrent Planning training to support improved outcomes of safety, permanence, and well-being.	September 2020	☒ Completed (02/22)	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Completed (MM/YY)	
E. Coordinate Engaging Father training to identify tools and strategies to support fathers involved with CWS and improve outcomes of safety, permanence, and well-being.	June 2022	☐ Completed (MM/YY)	CWS Program Manager Program Review Specialist
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☒ Ongoing	
		☐ Completed (MM/YY)	
F. Following completion of training, utilize employee satisfaction surveys of attendees to assess efficacy and determine the need for additional training support.	June 2022	☐ Completed (MM/YY)	CWS Program Manager Program Review Specialist
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☒ Ongoing	
		☐ Completed (MM/YY)	
G. Track training attendance by creating quarterly attendance reports and follow up with social workers and supervisors.	June 2022	☒ Completed (06/22)	CWS Program Manager Program Review Specialist
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Completed (MM/YY)	

CWS Strategy 2:

Implement specialized training to support early and ongoing assessment of children

Applicable Outcome Measure(s) and/or Systemic Factors:

P5: Placement Stability

☐ CAPIT☐ PSSF☒ N/A☐ CBCAP☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. Continued implementation of SOP and CANS, including module training, coaching sessions, and integration of fidelity tools to assess baseline measures for managers, supervisors, and line and inform program development over time.	June 2021	☐ Completed (03/22)	CWS Program Manager Program Review Specialist
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☒ Ongoing	
		☐ Postponed	
B. Support new dedicated staff CFT Facilitator position to facilitate front-end CFTs and particularly complex or volatile cases, including developing a CFT policy and procedure for staff to utilize.	June 2020	☒ Completed (07/20)	CWS Program Manager Program Review Specialist
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
C. Track training participation rates, qualitative review of SOP, CANS, and CFT implementation during supervision, utilize SOP-fidelity tool (CalSWEC) and track CFT completion rates via SafeMeasures and internal reports.	October 2023	☐ Completed (MM/YY)	CWS Program Manager Social Worker Supervisors Program Review Specialist
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☒ Ongoing	
		☐ Postponed	

CWS Strategy 3:

Improve youth placement stability with a focus on ages ten through eighteen years old by strengthening engagement, collaboration, and support.

Applicable Outcome Measure(s) and/or Systemic Factors:

P5: Placement Stability

☐ CAPIT ☐ PSSF ☒ N/A ☐ CBCAP

☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. Collaborate with the California Department of Social Services (CDSS) to engage resource parents via the Akido Pulse Survey to prioritize supports and resources.	June 2020	☒ Completed (03/2021)	QPI Program Manager Staff Development Family Support Unit
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
B. Expand the Quality Parenting Initiative (QPI) workgroup to include additional community stakeholders. This includes mental health professionals, local educators, and family advocates to establish cross-training opportunities and strengthen collaboration.	June 2020	☒ Completed (09/2020)	QPI Program Manager Staff Development Family Support Unit
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
C. Establish a workgroup for youth-serving professionals and caregivers of adolescents and older youth to improve relationships between caregivers and staff, youth engagement, access to supports/resources	June 2022	☒ Completed (09/2022)	QPI Program Manager Staff Development Family Support Unit
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
D. Collaborate with the County of San Luis Obispo Youth Task Force to increase initiatives and support for establishing permanent connections for	April 2021	☒ Completed (09/2022)	QPI Program Manager Staff Development
		☐ On/ahead of schedule	
		☐ Behind schedule	

youth in the community.		☐ No longer applicable	Family Support Unit
		☐ Ongoing	
		☐ Postponed	
E. Update County of San Luis Obispo QPI policy and practice to align with Integrated Core Practice to improve placement stability and permanency for youth in care.	July 2021	☒ Completed (10/2022)	QPI Program Manager
		☐ On/ahead of schedule	
		☐ Behind schedule	Staff Development
		☐ No longer applicable	Family Support Unit
		☐ Ongoing	
		☐ Postponed	
F. Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.	July 2020	☒ Completed (06/2022)	QPI Program Manager
		☐ On/ahead of schedule	
		☐ Behind schedule	Staff Development
		☐ No longer applicable	Family Support Unit
		☐ Ongoing	
		☐ Postponed	

CWS Strategy 4:

Increase the number of resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Applicable Outcome Measure(s) and/or Systemic Factors:

P5: Placement Stability & Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment and Retention

☒ CAPIT

☒ PSSF

☐ N/A

☐ CBCAP

☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. Draft letters of need for homes that may be able to connect with youth in care based on commonality (such as identity, religion, extra-curricular activity, or career interest) and focus outreach on communities with members that support the need (GALA, specific churches, 4-H, etc.)	March 2020	☐ Completed (MM/YY)	CWS Program Manager
		☐ On/ahead of schedule	Social Worker Supervisor Program Review Specialist Social Worker
		☒ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
B. Identify myths and challenges associated with bringing a teen into the home and create flyers and infographics to share facts with the community that dispel misconceptions potential foster parents have about teens and teens have about foster parents.	July 2020	☒ Completed (01/2021)	CWS Program Manager
		☐ On/ahead of schedule	Social Worker Supervisor Program Review Specialist Social Worker
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
C. Develop and make readily available, specialized presentations for resource parents who are interested in fostering children ages eleven to seventeen, with a focus on traumatic stress and ways to increase their emotional regulation.	July 2020	☒ Completed (12/22)	CWS Program Manager
		☐ On/ahead of schedule	Social Worker Supervisor Program Review Specialist
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	

			Social Worker
D. Implement a Trauma-Informed Parent Coaching Program for resource families with Ron Huxley for resource families to provide one-on-one parent coaching that will support individual parenting challenges and connect families to practical tools and resources.	July 2021	☒ Completed (09/20)	CWS
		☐ On/ahead of schedule	Program Manager
		☐ Behind schedule	Social Worker Supervisor
		☐ No longer applicable	Program Review Specialist
		☐ Ongoing	Social Worker
		☐ Postponed	
E. Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.	January 2020	☒ Completed (08/21)	CWS
		☐ On/ahead of schedule	Program Manager
		☐ Behind schedule	Program Review Specialist
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
F. Develop and coordinate Supporting Placement Stability from Chaos to Calm Training for Resource Parents, social workers, and judicial partners to develop a shared understanding of the impact of trauma and practical tools and strategies to support placement stability.	October 2020	☒ Completed (06/20)	CWS
		☐ On/ahead of schedule	Program Manager
		☐ Behind schedule	Program Review Specialist
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	

Probation Strategy 1:

Develop a specialized foster home for high-needs probation foster youth or youth transitioning out of the Coastal Valley Academy

Applicable Outcome Measure(s) and/or Systemic Factors:

P2 Permanency in 12 months (in care 12 - 23 months)

☐ CAPIT

☐ PSSF

☒ N/A

☐ CBCAP

☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. Create a work group to plan for specialized probation foster homes (capacity, treatment components, funding resources, etc.)	September 2021	☒ Completed (03/22)	Juvenile Services Division Chief Deputy Probation Officer (CDPO)
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
B. Research and visit existing specialized probation foster homes (such as in Napa County)	December 2021	☒ Completed (03/22)	Juvenile Service Division CDPO
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
C. Complete program description and release Request for Proposal (RFP) as needed	March 2022	☒ Completed (09/22)	Juvenile Service Division CDPO
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
D. Select a provider from the RFP process and initiate planning for the program start date	June 2022	☒ Completed (01/23)	Juvenile Service Division CDPO
		☐ On/ahead of schedule	
		☐ Behind schedule	

		☐ No longer applicable ☐ Ongoing ☐ Postponed	
E. Start accepting youth in specialized probation foster home	January 2023	☒ Completed (07/23) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	Juvenile Service Division CDPO
F. Monitor utilization of home by incorporating usage data into the existing internal ProbationStat process. ProbationStat is a comprehensive review of probation-related data for quality assurance purposes at quarterly intervals	March 2023	☒ Completed (07/23) ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐ Ongoing ☐ Postponed	Juvenile Service Division CDPO

Probation Strategy 2:

Improve family connections by enhancing Family Finding and Child and Family Teaming

Applicable Outcome Measure(s) and/or Systemic Factors:

P2 Permanency in 12 months (in care 12 - 23 months)

☒ CAPIT☒ PSSF☐ N/A☐ CBCAP☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Year 3 Status:	Responsible Person(s):
A. Provide Probation Placement Unit Senior Deputy Probation Officer with specialized Family Finding training	January 2022	☒ Completed (07/22)	Probation Placement Unit Supervising Deputy Probation Officer (SDPO)
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
B. Initiate Family Finding Efforts (FFE) at intake/investigations for all cases	July 2022	☒ Completed (03/23)	Probation Placement Unit SDPO Probation Court Unit SDPO
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
C. Train two (2) Deputy Probation Officers to be Child and Family Team (CFT) facilitators	July 2021	☒ Completed (12/21)	Juvenile Service Division CDPO
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	

D. Implement Child and Family Teams (CFTs) for youth under court-ordered supervision (who are not already participating in CFTs due to foster care, Coastal Valley Academy, or specialty mental health services)	January 2022	☒ Completed (01/22)	Juvenile Service Division CDPO
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	
E. Monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meetings using already existing data from the Probation case management system Monitor.	January 2022	☒ Completed (01/22)	Juvenile Service Division CDPO
		☐ On/ahead of schedule	
		☐ Behind schedule	
		☐ No longer applicable	
		☐ Ongoing	
		☐ Postponed	