

# California - Child and Family Services Review

## San Benito County System Improvement Plan

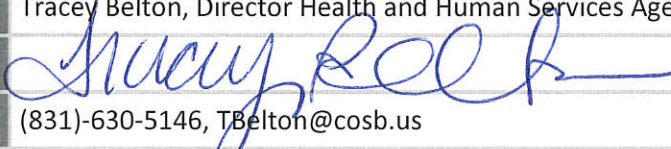


**August 14, 2019 – August 14, 2024**



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# California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☒ Progress Report ☐

County	San Benito
SIP Period Dates	August 14, 2019 – August 14, 2024
Outcome Data Period	Quarter 1 2018
County Child Welfare Agency Director	
Name	Tracey Belton, Director Health and Human Services Agency
Signature*	
Phone Number	(831)-630-5146, TBelton@cosb.us
Mailing Address	1111 San Felipe Rd, # 206, Hollister CA 95023
County Chief Probation Officer	
Name	Joseph A. Frontella, Chief Probation Officer
Signature*	
Phone Number	(831) 636-4070
Mailing Address	400 Monterey Street, Hollister, CA 95023
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Health and Human Services Agency
Signature*	
Phone Number	(831) 630-5146, TBelton@cosb.us
Mailing Address	1111 San Felipe Rd, # 206, Hollister CA 95023
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

## Contact Information

Child Welfare Agency	Name	Tracey Belton, Director
	Agency	San Benito County Health and Human Services Agency
	Phone & Email	831-630-5146, TBelton@cosb.us
	Mailing Address	1111 San Felipe Rd, #205, Hollister, CA 95023
Probation Agency	Name	Ashlyn Canez, Supervising Deputy Probation Officer
	Agency	San Benito County Probation Department
	Phone & Email	(831) 636-4070, ACanez@cosb.us
	Mailing Address	400 Monterey Street, Hollister, CA 95023
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
	Agency	
	Phone & Email	
	Mailing Address	
CAPIT Liaison	Name	Tracey Belton, Director
	Agency	San Benito County Health and Human Services Agency
	Phone & Email	831-630-5146, TBelton@cosb.us
	Mailing Address	1111 San Felipe Rd, #205, Hollister, CA 95023
CBCAP Liaison	Name	Tracey Belton, Director
	Agency	San Benito County Health and Human Services Agency
	Phone & Email	831-630-5146, TBelton@cosb.us
	Mailing Address	1111 San Felipe Rd, #205, Hollister, CA 95023
PSSF Liaison	Name	Tracey Belton, Director
	Agency	San Benito County Health and Human Services Agency
	Phone & Email	831-630-5146, TBelton@cosb.us
	Mailing Address	1111 San Felipe Rd, #205, Hollister, CA 95023



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## Introduction

### **Background – Child and Family Services Review**

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

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

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by the state legislature in 2001. The goal of the C-CFSR is to establish and subsequently strengthen a system of accountability for child and family outcomes resulting from the array of services offered by California's Child Welfare Services. As a state-county partnership, this accountability system is an enhanced version of the federal oversight system mandated by Congress to monitor states' performance and is comprised of multiple elements.

### **Quarterly Outcome and Accountability Data Reports**

The California Department of Social Services (CDSS) issues quarterly data reports which include key safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures that serve as the basis for the C-CFSR and are used to track performance over time. Data are used to inform and guide both the assessment and planning processes and are used to analyze policies and procedures. This level of evaluation allows for a systematic assessment of program strengths and limitations in order to improve service delivery. Linking program processes or performance with federal and state outcomes helps staff to evaluate their progress and modify the programs or practices as appropriate. Information obtained can be used by program managers to make decisions about future program goals, strategies, and options. In addition, this reporting cycle is consistent with the notion that data analysis of this type is best viewed as a continuous process, as opposed to a one-time activity for the purpose of quality improvement.

### **County Self-Assessment (CSA)**

The County Self-Assessment (CSA) is developed by the lead agencies, Child Welfare Services (CWS) and Juvenile Probation, in coordination with their local community and prevention partners, whose fundamental responsibilities align with CWS' view of a continual system of improvement and accountability. The CSA includes a multidisciplinary needs assessment to be conducted once every five

years. Largely, information gathered from the CSA serves as the foundation for the County System Improvement Plan (SIP).

The CSA affords an opportunity for the quantitative analysis of child welfare data. The purpose of the CSA is to comprehensively assess the full array of child welfare and Probation programs from prevention and protection through permanency and aftercare. The CSA is the analytic vehicle by which counties determine effectiveness of current practice, programs, and resources across the continuum of child welfare and probation placement services; and it identifies areas to target for system improvement.

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

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

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

Incorporating data collected through the CSA, the final component of the C-CFSR is the System Improvement Plan (SIP). The SIP serves as the operational agreement between the County and State, outlining how the County will improve its system to provide better outcomes for children, youth, and families. The SIP includes a coordinated service provision plan for how the County will utilize prevention, early intervention, and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin. Quarterly county data reports, quarterly monitoring by the CDSS, and annual SIP progress reports are the mechanism for tracking a county's progress. The SIP, developed every five years, includes specific action steps, timeframes, and improvement targets, and is approved by the Board of Supervisors (BOS) and the CDSS. The plan is a commitment to specific measurable improvements in performance outcomes that the County will achieve within a defined timeframe, including prevention strategies. Counties, in partnership with the State, utilize quarterly data reports to track progress. The process is a continuous cycle and the County systematically attempts to improve outcomes. The SIP is updated yearly and thus, becomes one mechanism through which counties report on progress toward meeting agreed upon improvement goals.

## **Quarterly Outcome and Accountability Data Reports**

The CDSS Outcomes and Accountability Bureau (CSOAB) issues quarterly data reports which include key safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures serving as the basis for the C-CFSR and are used to track performance over time. Data is used to inform and guide both the CSA and SIP development processes and is used to determine if current County policies and procedures are in line with changes



identified through the CSA and SIP. This level of evaluation allows for a systematic assessment of program strengths and limitations to improve service delivery.

## **California Case Review**

The CDSS implemented the Case Review program in August 2015. Case Reviews are conducted in every California county and are viewed by the CDSS as an essential component to county and state Continuous Quality Improvement (CQI) processes. California is currently using the Administration for Children and Families' (ACF) Onsite Review Instrument (OSRI) for review of all cases. County Case Review staff conduct a qualitative review of a number of cases each quarter as determined by overall caseload, including Probation. Qualitative case reviews are an important way to gather data about the "how" and the "why" questions associated with CQI. These case level data complement the quantitative data obtained through systems such as the California Child Welfare Indicators Project (CCWIP), SafeMeasures®, and Business Objects reports.<sup>1</sup>

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

The SIP is updated yearly. This update provides the County with a mechanism through which it can report on progress toward meeting agreed upon improvement goals. This report is the Annual System Improvement Plan Progress Report. Linking program processes or performance with federal and state outcomes helps staff to evaluate their progress and modify the program or practice as appropriate. Information obtained can be used by program managers to make decisions about future program goals, strategies, and options. In addition, quarterly reporting is consistent with the notion that data analysis of this type is best viewed as a continuous process, as opposed to a one-time activity for the purpose of quality improvement.

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<sup>1</sup> Child Welfare Services Case Review Policies and Procedures Manual, Version 1, CDSS, October 2015

## SIP Narrative

### C-CFSR Team and Core Representatives

To ensure continuous quality improvement, San Benito County identified a C-CFSR Team to drive the process. The Team was led by representatives from San Benito County's Child Protective Services (CPS) (Tracey Belton); San Benito County's Probation Department (Joe Frontella and Ashlyn Canez); the CDSS (Venus Esparza-Whitted, Outcomes and Accountability Bureau, and Kirandeep Johl, Office of Child Abuse Prevention); and, Shared Vision Consultants. All members of the Core Planning Team who responded to the meeting invitations were actively involved participants in the C-CFSR process. Various members of the CSA Core Planning team participated in focus groups, were present for some of the Peer Review activities, and participated in the Stakeholder's Meeting.

### Stakeholder Participation and Representatives

San Benito County began preparation for the CSA with initial meetings in early March 2018. Regular planning for the CSA occurred on an ongoing basis in the form of data review and continued program assessment. The planning team conducted in-person meetings and conference calls specifically for the Peer Review. Focus groups and stakeholder meetings were held between March 2018 through October 2018. The Peer Review began at 10:00 am on Wednesday, November 7, 2018, and concluded at 11:00 am on Friday, November 9, 2018. The CSA Core Leadership Team continued to meet through August 2019, until the 2019-2024 proposed SIP strategies were finalized.

At the conclusion of the Peer Review, focus groups, and stakeholder meetings, CPS and Probation management staff began compiling data needed for the CSA. This data was reviewed and interpreted by each department. The final version of the CSA was a joint effort between CPS and Probation as a thorough overview of San Benito County as a community.

All core participants were represented in either stakeholder meetings or focus groups. A specific meeting was held with the Dependency Court, including the Juvenile Court Judge and legal counsel for the Agency, parents, and children. In addition to the Core Team, the C-CFSR process encourages agency and community partner participation. In an effort to provide stakeholders the opportunity to have input into the process, feedback was gathered through a variety of methods which included individual interviews, small focus groups, and a large stakeholder meeting. The stakeholder meeting was held on October 3, 2018, where the following community-based organizations, service providers, and County staff were engaged in the process:

Stakeholder Participation	
Name	Agency/Department
Lynn Mello	San Benito County Public Health
Norma Alejendrez	San Benito County Child Support Enforcement
Denise Quintana	San Benito County Child Support Enforcement

Stakeholder Participation	
Name	Agency/Department
Erica Elliot	Community Solutions/CAPC
Kirandeep Johl	CDSS/Office of Child Abuse Prevention
Alexis DeLeon	CDSS/Office of Child Abuse Prevention
Genesis Linares	Community Solutions
Tracey Belton	Director Health and Human Services Agency
Patricia Salcedo	District Attorney/Victim Witness
Ashlyn Canez	San Benito County Probation, Supervising Probation Officer
Suena Romero	House of Sueños
Esther Curtice	CASA
Bill Sachau	San Benito County Office of Education
Venus Esparza-Whitted	CDSS/Outcomes and Accountability Bureau
Daisy Montez	San Benito County Probation, Deputy Probation Officer
Joe Frontella	San Benito County Probation, Chief Probation Officer
Alan Yamamoto	San Benito County Behavioral Health, Director (Alcohol and Other Drug Programs)
Rachel White	San Benito County Behavioral Health, Assistant Director (Alcohol and Other Drug Programs)
Eric Taylor	San Benito Sheriff's Office, Captain

Focus groups were held with CPS parents, youth, caregivers, the court, management groups, and staff; and with Probation parents, youth, caregivers, the court, and Probation officers and supervisors. Focus groups were typically one and a half hours long and were facilitated by Shared Vision Consultants. Further information can be found in the County Self-Assessment report.

Additional meetings to develop SIP strategies were held between CPS, Juvenile Probation, Behavioral Health, and other stakeholders. On August 20, 2019, Shared Vision Consultants, Lisa Molinar and Richard Knecht, presented the results of the CSA, including outcome measures identified as areas needing improvement, outcome measures performing below state and/or federal standards, and unmet needs and gaps in services that were identified, to representatives from Probation, Child Welfare, Behavioral Health, and the Children's Coordinating Council on System of Care. Potential SIP strategies were presented and discussed, and the strategies included in this SIP were agreed upon by all parties.



## Prioritization of Outcome Data Measure or Systemic Factors

### Child Welfare Summary of Outcome Data Measures and Strategy Rationale

The section below includes an overview of San Benito County's current performance in outcome measures defined by State and Federal guidelines. Each section will include a definition of the measure, a data set, and an analysis of San Benito County's performance. Services available to families funded by CAPIT/CBCAP/PSSF dollars that have impacted outcomes will also be highlighted below. **All data figures presented in this section are taken from data extract Q1 2018.** Some data sets are clarified with information collected from the UC Berkeley California Child Welfare Indicators Project (CCWIP) website.

When analyzing data from smaller counties, it's important to note that small numbers of individuals can significantly impact percentages, causing data to swing dramatically. Additionally, in relatively small populations such as children in foster care, breaking data out by age or ethnicity may not be useful because the number of individuals in the various "cells" may be zero, one, or two and no meaningful trends or conclusions can be drawn. For some of the Outcome Measures below, the data is not broken out further for such reasons.

#### CHILD WELFARE OUTCOME DATA MEASURES ABOVE (OR BETTER THAN) THE NATIONAL STANDARD

As mentioned in the Outcome Data Measures section of the CSA, San Benito County CWS is performing better than the National Standard in the following outcomes:

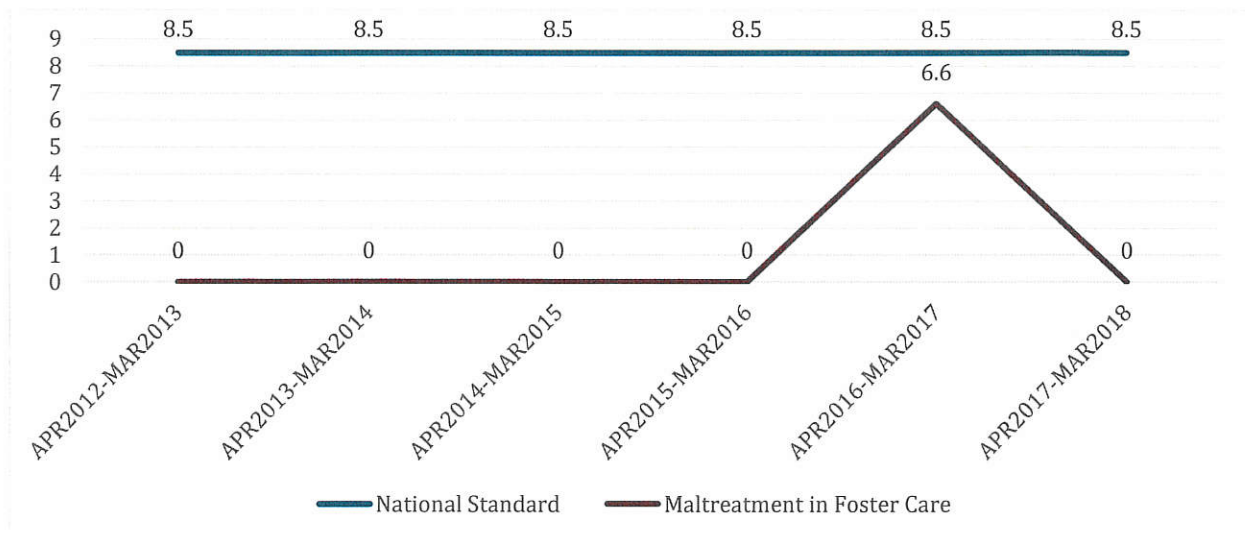
##### S1 – Maltreatment in Foster Care

This measure is defined as "Of all children in care during the 12-month period, what is the rate of victimization per day?"

The national standard for this measure is 8.5. During the reporting period, April 1, 2017, to March 31, 2018, San Benito's children experienced a maltreatment rate of 0 (0 of 15,810 days — see Figure 1 below); that is, better than the national standard. This may be attributed to the decrease in total number of children in care (a decrease of 35.6% as noted in the CSA), the Resource Family training process (for new applicants as well as renewals, along with yearly ongoing training), and low caseloads for social workers combined with added resources of vocational aids and FFA social workers, allowing for increased in-person contacts with resource families and foster children.



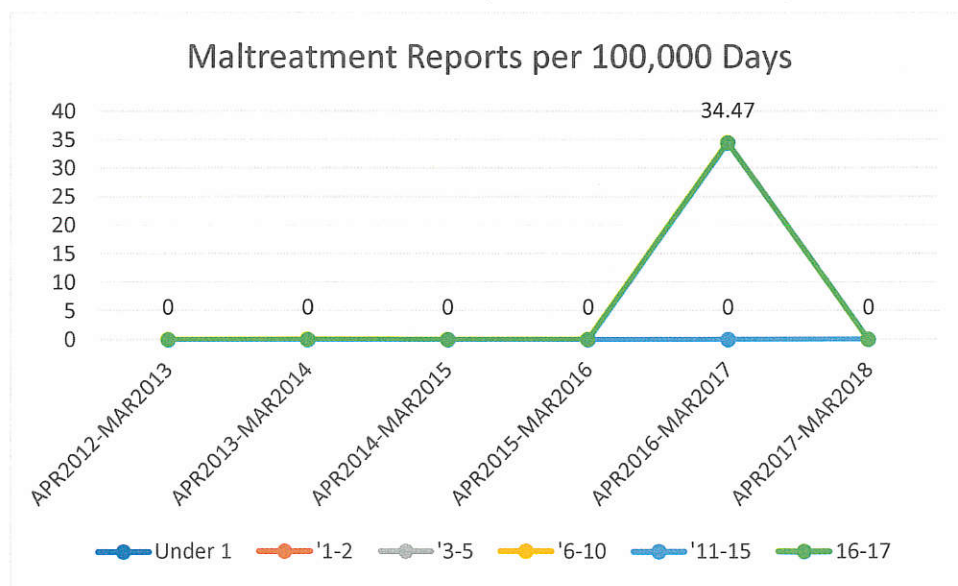
FIGURE 1- S1 - MALTREATMENT IN FOSTER CARE



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

This measure has been flat from year to year with a one-year spike, but consistently below the national standard, which is exceeding the standard. The previous reporting period's rate, 6.6 children per 100,000 days (1 child per 15,144 days), is the "highest" in recent years. The child who experienced this substantiated maltreatment was between 16 and 17 years old (Figure 2). This may be attributed to behaviors exhibited by the youth due to past trauma. To maintain confidentiality, the specifics of this instance may not be discussed. However, in situations such as this, the County would investigate the allegations, address the behaviors of the caregiver regarding safety and risk, conduct a mental health assessment for the child, offer therapeutic services, and change placement if appropriate.

FIGURE 2- MALTREATMENT IN FOSTER CARE BY AGE GROUP (APRIL 2017 – MARCH 2018)



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

One child who experienced maltreatment is represented in Figure 2 above.

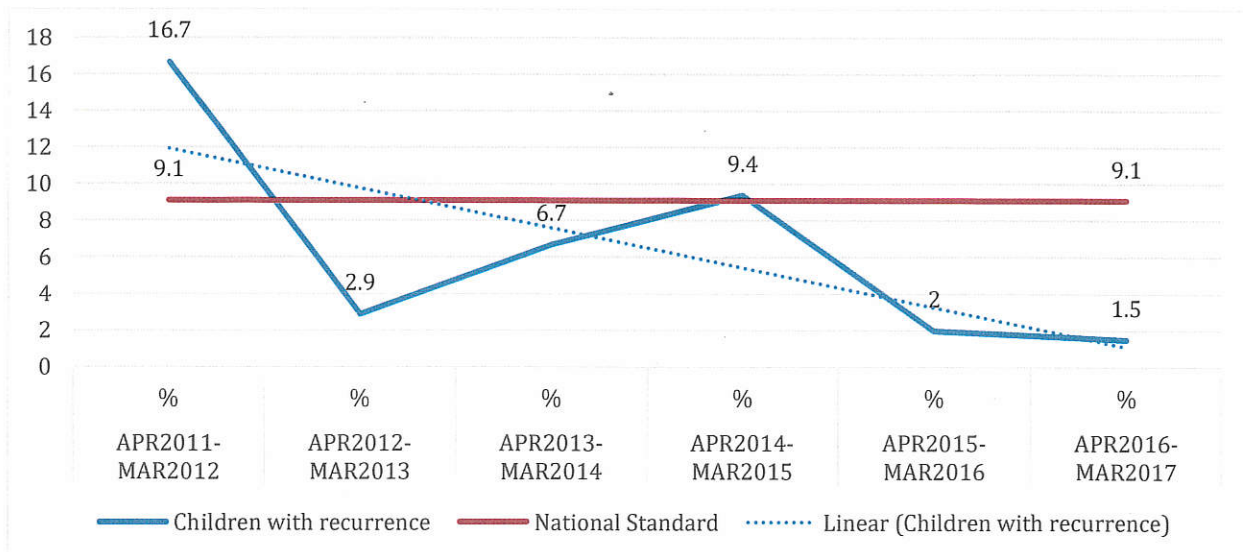
## **S2 – Recurrence of Maltreatment**

This measure is defined as “Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?”

The National Standard for this measure is 9.1%. During the reporting period, April 1, 2016, to March 31, 2017, 1.5% of children (1 of 65) experienced a recurrence of maltreatment, well below (and better than) the national standard.

San Benito’s Recurrence of Maltreatment has been variable over the past five years (Figure 3), but with a 90% decrease over five years. This may be due to referrals for service, specifically The Great Beginnings Program. The Great Beginnings Program, as described in the CSA, provides comprehensive child abuse prevention services. Families receive case management services and are taught positive parenting skills; how to recognize and attain child development milestones; and, partner conflict resolution. Program activities stress child abuse prevention and anti-violence services. The program originated as part of the Family Resource Center, however, when the center closed, the program was absorbed by Child Protective Services and continued to support families referred by the Agency. Substantiated referrals, as well as open investigation referrals are referred to the program, which may contribute to low recurrence of maltreatment rates by providing preventative services for at risk families.

FIGURE 3- S2 RECURRENCE OF MALTREATMENT



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

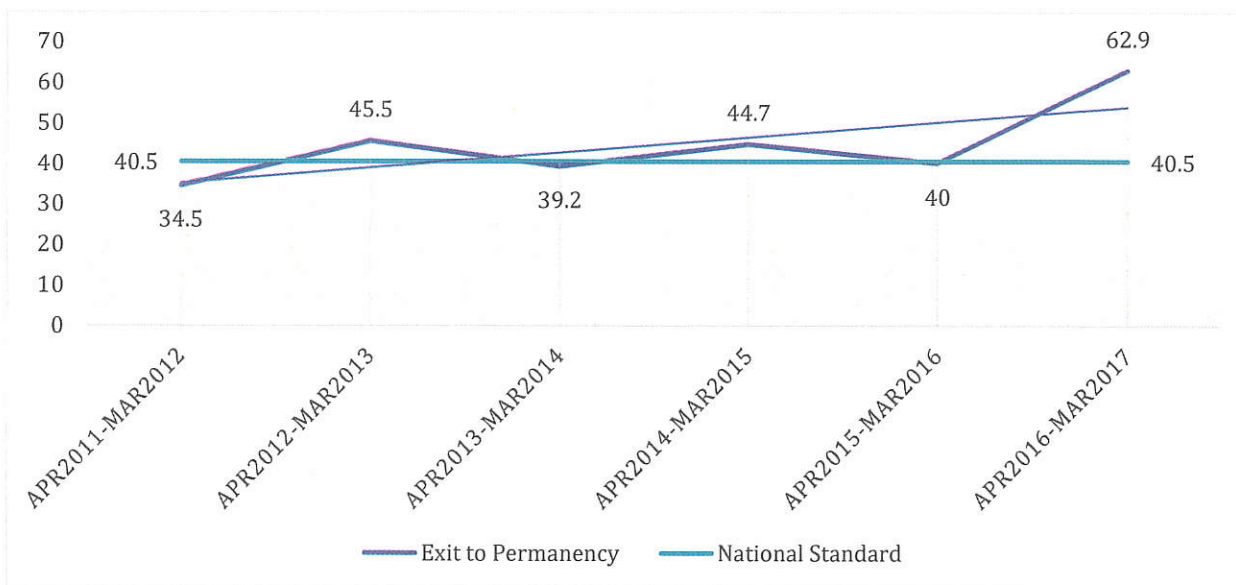
### **P1 – Permanency in 12 months for Children entering Foster Care**

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

The National Standard for this measure is 40.5%. The most recent performance, April 1, 2016, to March 31, 2017, is 62.9% which is above (better than) the National Standard. Additionally, Figure 4 shows an upward trend and increase of 82.1%.

As mentioned on page 77 of the CSA, social workers and the courts stress working with families to reunify and the early, safe return of children to their families. Given that the most common reason for removal is neglect, which is often linked to conditions of poverty and instability in the home, emphasis is placed on helping families obtain the resources needed and expanding family resources. CFTs have been useful in improving communication between families and social workers, helping families discuss their needs and identifying extended family support networks. The value of the family is strong in San Benito County.

FIGURE 4 - P1 PERMANENCY WITHIN 12 MONTHS

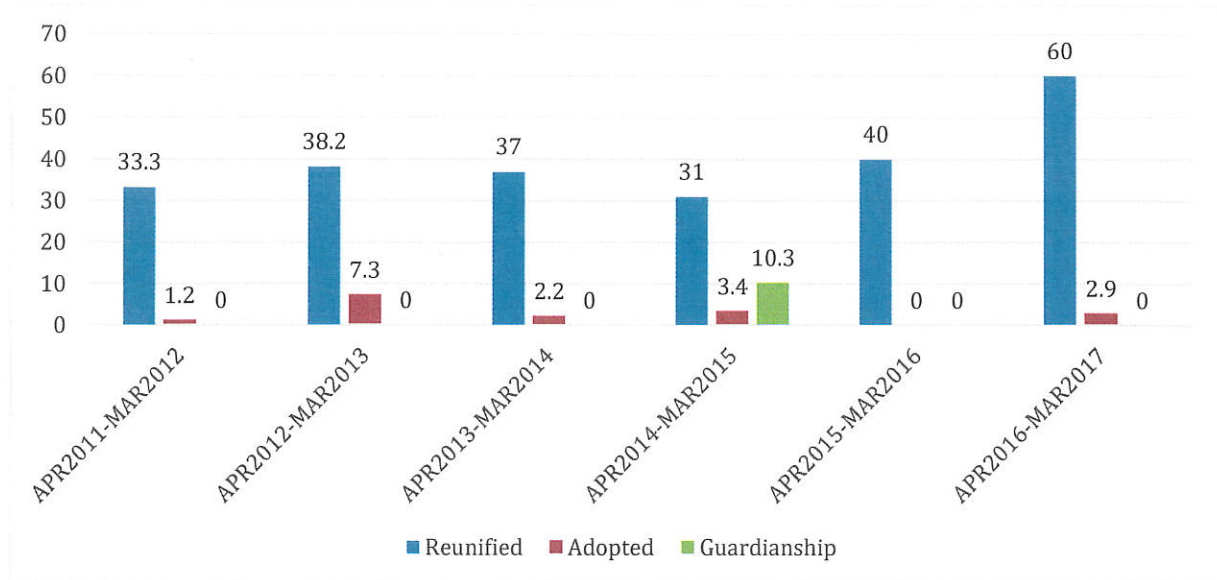


Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

There were 22 children (of 35) who achieved permanency this period (April 2016 to March 2017). Figure 5 shows that reunification is the predominant type of permanency achieved during the five-year period. The highest was during this latest period, at 60% of children.



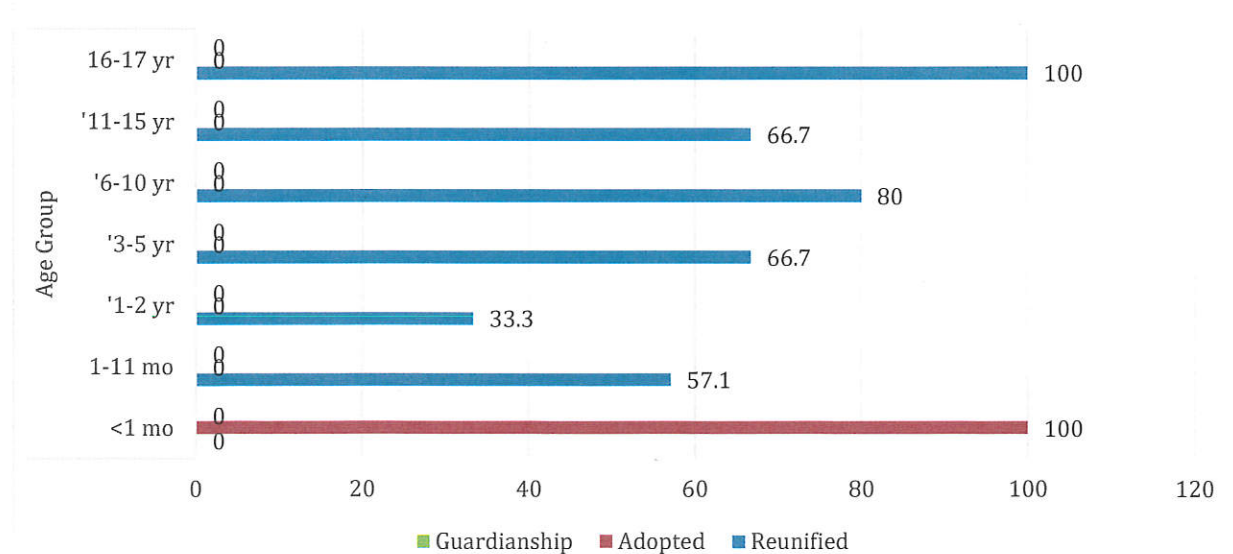
FIGURE 5 - PERMANENCY WITHIN 12 MONTHS BY TYPE OF PERMANENCY



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

Figure 6 reveals that children of all age groups, aside from ages 1-2, meet or exceed the standard for permanency. This may be due to the conservative nature of the County, and concerns of substance abuse and prolonged sobriety before reunifying. For example, mothers of babies that test positive for drugs usually have a significant addiction, requiring more intensive, prolonged treatment.

FIGURE 6- P1 - PERMANENCY BY AGE GROUP BY TYPE OF PERMANENCY

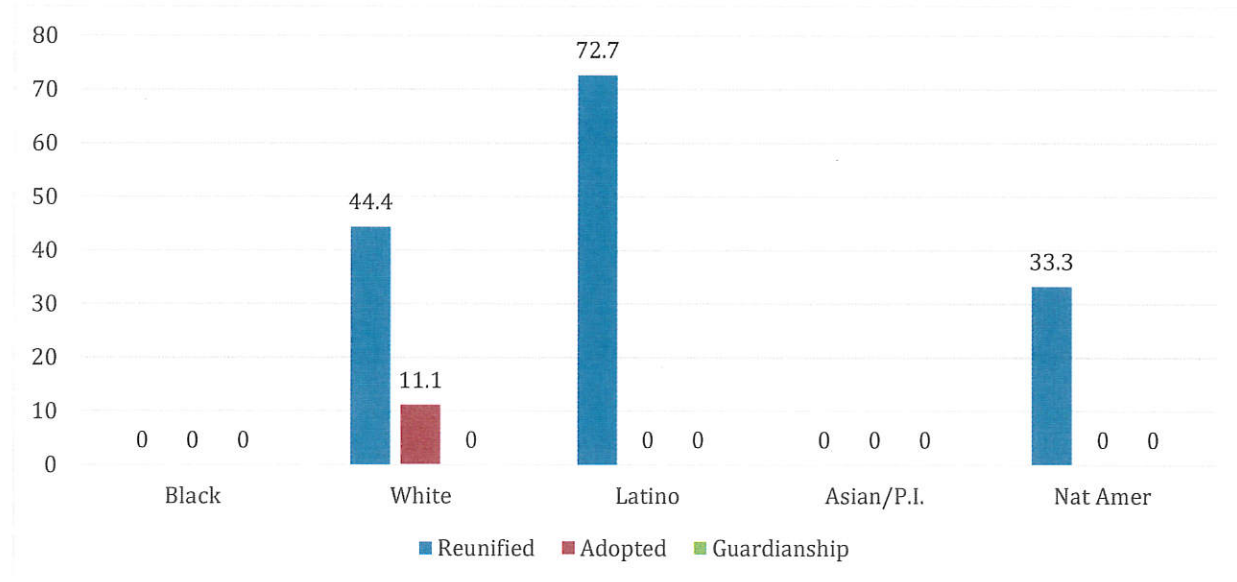


Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of



Figure 7 shows Latino children reunify at the highest rate. For the most recent reporting period, no children achieved permanency through guardianship.

FIGURE 7 - P1 PERMANENCY BY ETHNICITY



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

## **P2 – Permanency in 12 months for children in Foster Care 12-23 months**

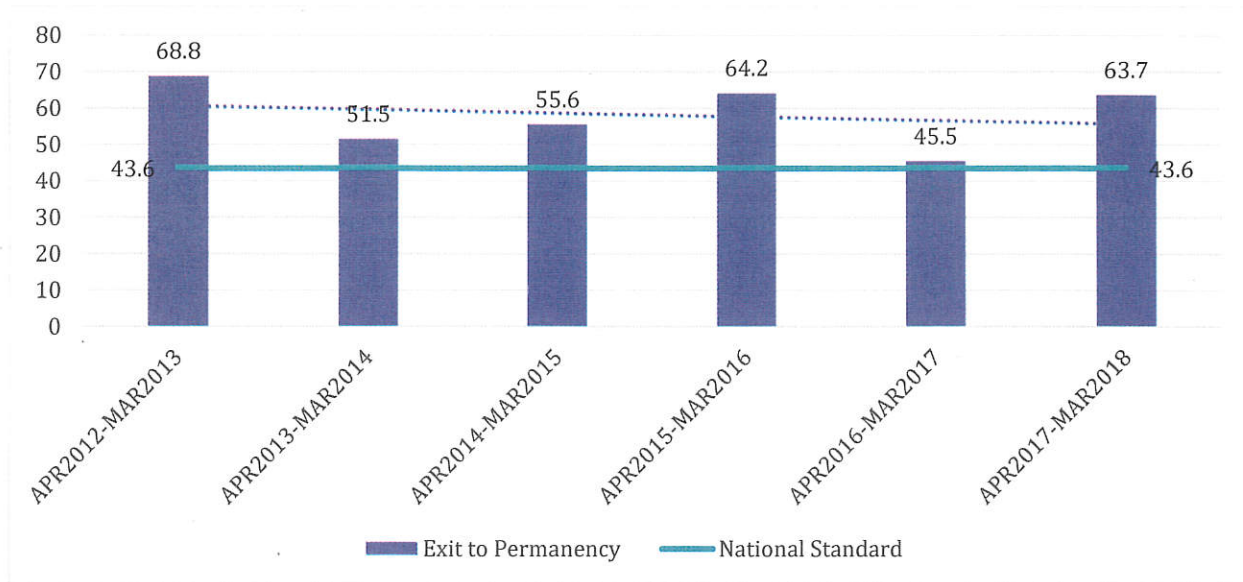
This measure is defined as “Of all children in foster care on the first day of the 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?”

The National Standard is 43.6% of children will exit to permanency. During this period of reporting, April 1, 2017, to March 31, 2018, 63.6% (7 of 11) of children in care 12-23 months exited to permanency. The 5-year trend shows a 4.1% decrease, yet the rate is still significantly above national standard AND for the last five years San Benito has performed above the standard. While the rate was weakest in the April 2016-Mar 2017 period (45.5%), there has been a significant increase, 18.2% from that period to the latest period.

Largely San Benito County demographics have remained stable and the character of the county as agricultural has not changed over the past five years. Despite significant change and turnover within HHSA and child welfare, there has been sufficient continuity of practice, a stable and culturally competent service network, commitment to strengthening families; and, children are protected from both abuse and neglect, and returned to their families as soon as they are ready.

Figure 8 shows the trend of P2 which has always measured better than the national standard.

FIGURE 8 – P2 – PERMANENCY TIME IN CARE 12 TO 24 MONTHS



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

Figure 9 reveals that exits to permanency have fluctuated over the past five years by category but that more children exit than remain in care.

FIGURE 9 – P2 EXIT TO PERMANENCY 12-23 MONTHS IN CARE OVER 5 YEARS

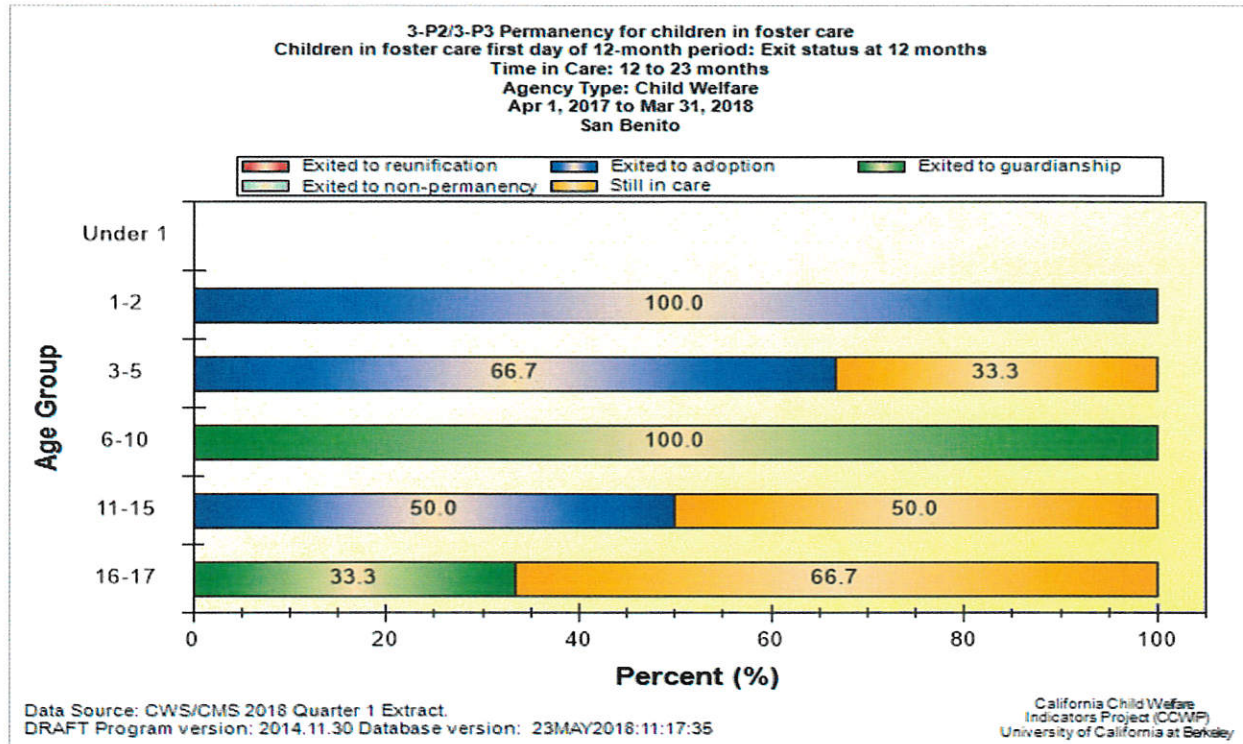
	APR2012-MAR2013	APR2013-MAR2014	APR2014-MAR2015	APR2015-MAR2016	APR2016-MAR2017	APR2017-MAR2018
Exited to reunification	43.8	22.9	22.2	7.1	9.1	.
Exited to adoption	25	25.7	27.8	57.1	36.4	36.4
Exited to guardianship	.	2.9	5.6	.	.	27.3
Exited to non-permanency	.	2.9	.	.	.	.
Still in care	31.3	45.7	44.4	35.7	54.5	36.4
Total	100	100	100	100	100	100

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

Figure 10 shows the percentage of each age group that exited to permanency. There was one child age 1-2, two children age 3-5, two children age 6-10, one child age 11-15, and one child age 16-17. The rate

of permanency may be due to a monthly standing meeting with State Adoptions, in which all relevant cases are staffed.

FIGURE 10- PERMANENCY FOR CHILDREN IN FOSTER CARE BY AGE GROUP

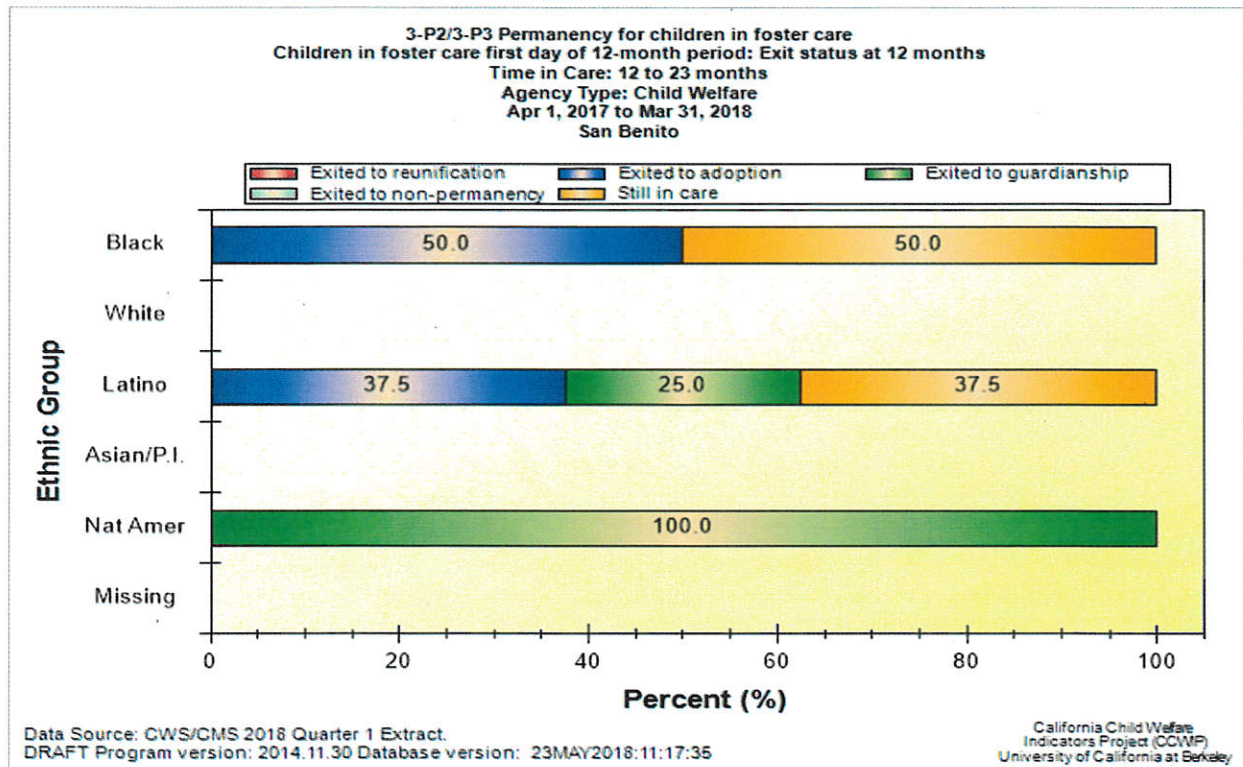


Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

There were no White or Asian/Pacific Islander children in care or exited to reunification. Black and Latino children exited to adoption. One hundred percent of Native American children and 25% of Latino children exited to guardianship. The total number of Native American children in care was one, the number of Latino children was eight. Of the Latino children, three were adopted, two exited to guardianship, and three remained in care.



FIGURE 11- P2 - PERMANENCY BY ETHNICITY



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

#### **P4 – Re-entry to Foster Care**

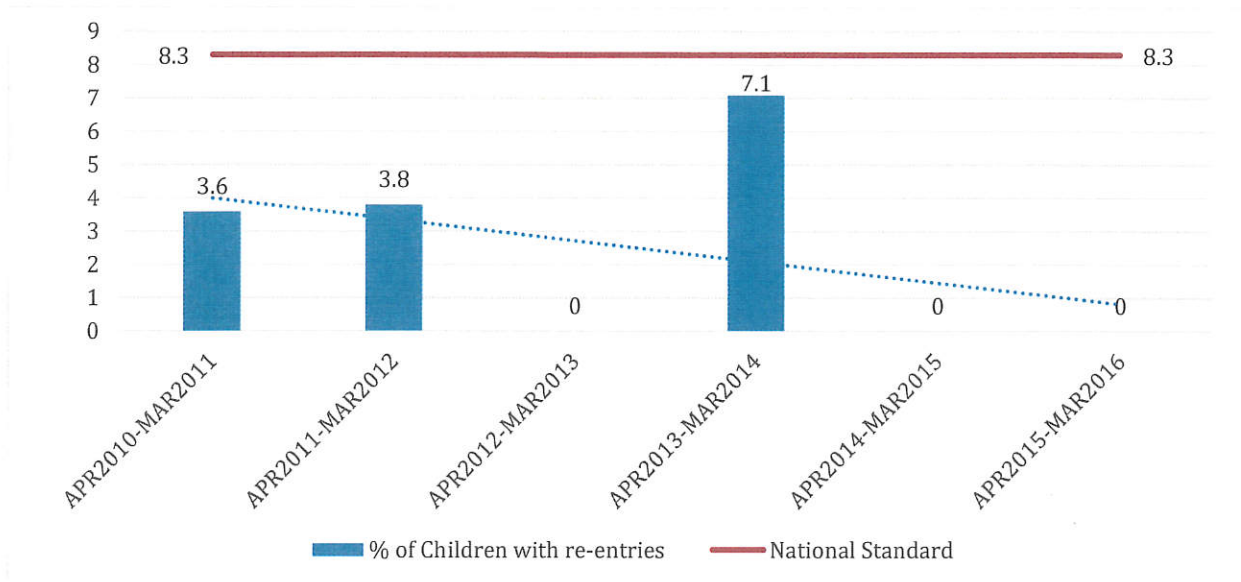
This measure is defined as “Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?”

The National Standard for P4 is 8.3%. During this period, April 1, 2015 to March 31, 2016, zero out of 12 children or 0% of children re-entered after achieving permanency. In three of the past six years, there have been no foster care re-entries. The re-entry rate has remained below, which is better than, the national standard for the entire six-year period (Figure 16). This may be attributed to a comprehensive visitation policy and transition support which better prepares the families for reunification.

The very low numbers of children in care and diligent social work practice have impacted re-entry rates. Families are provided the services that they need, visitation is provided regularly, and all case work visits are completed. This culture of practice will continue to be reinforced by the regular use of Child and Family Team meetings (CFTs) which will rigorously engage parents and family members in case planning and encourage candid discussion of needs and problem solving.



FIGURE 12 - P4 - RE-ENTRY INTO FOSTER CARE



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

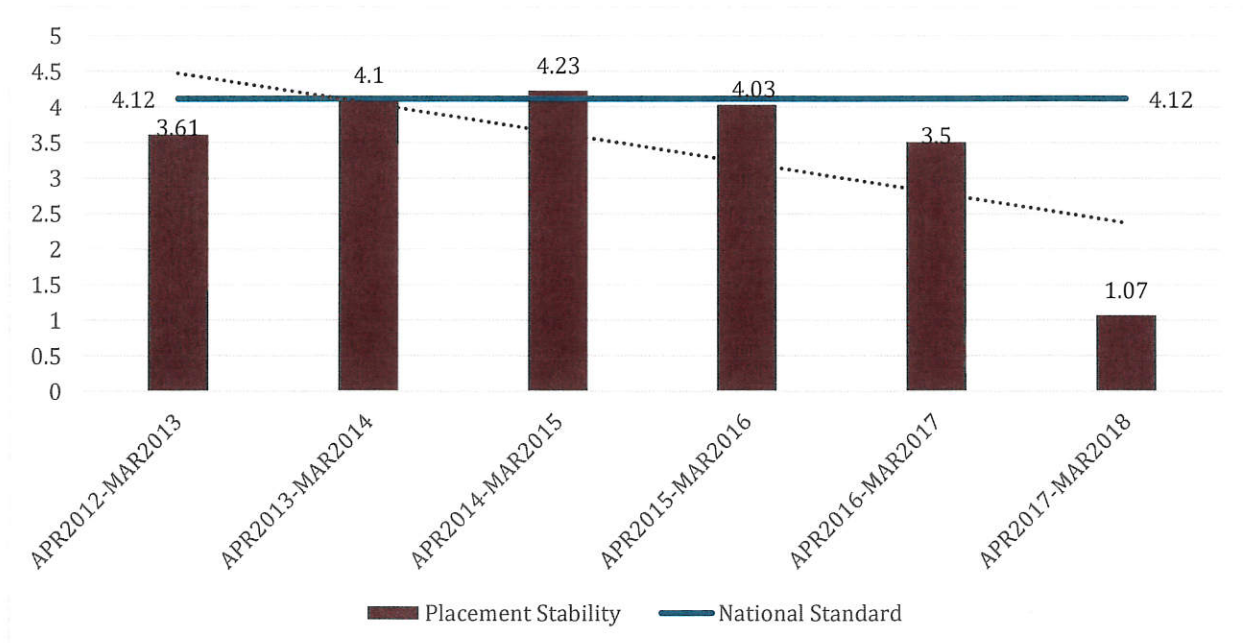
## **P5 – Placement Stability**

This measure is defined as “Of all children who enter care in the 12-month period, what is the rate of placement moves per day?”

The National Standard is less than or equal to 4.12 moves per day. During the reporting period, April 1, 2017, to March 31, 2018, San Benito children experienced a 1.07 rate of placement moves per 1,000 placement days (4 placement moves over 3,729 placement days). San Benito County has been able to reverse upward rate increases between Apr 2012 through Mar 2015; achieving a 70.5% decrease in the measure over the five-year period.

The Resource Family Approval process is believed to contribute to the improved performance in Placement Stability. The process is guided by a CPS social worker, and provides extensive training on the child welfare system, trauma, and how to handle difficult behaviors. This results in more competent and empathetic Resource Families who are able to identify the needs of children, ask for assistance, access appropriate services, and actively participate in CFTs, which in turn results in fewer requests for removal of the children.

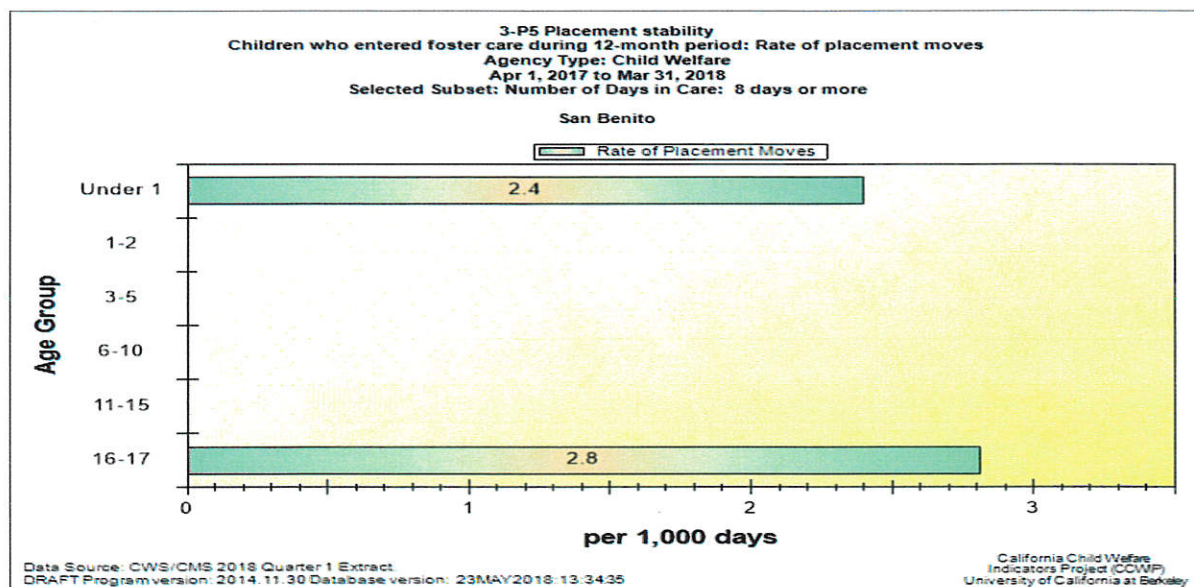
FIGURE 13- P5 - PLACEMENT STABILITY OVER FIVE YEARS



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

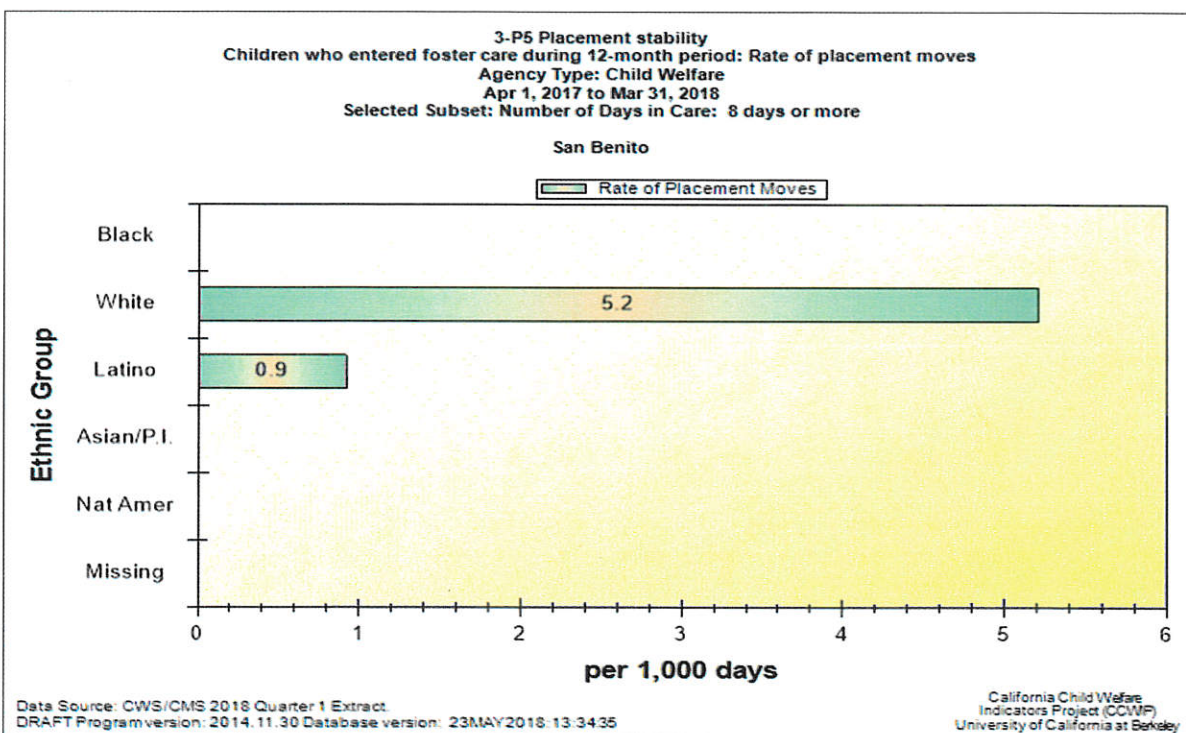
As seen in Figure 14 all children experienced placement moves at rates lower than the national standard. When stratified by ethnic group, only White children were above the national standard at 5.2 moves per 1,000 days.

FIGURE 14: PLACEMENT STABILITY



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of





Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

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

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

The compliance standard for 2B is 90% of referrals receiving a timely in-person investigation. During the reporting period, of referrals that required a 10-day response, 97.6% received a timely response — above, and better than, the national standard. The age group with the lowest compliance on timely responses are those involving children between ages 3 and 5 years of age. This requires County attention to ensure that this rate does not fall below the State compliance standard. This may be due to the children not being school age and more difficult to locate, especially if the parents also work.

Contributing factors to the County’s high performance measure may include:

- the employment of a dedicated intake screener which increases timeliness to assignment,
- extensive coaching for the intake screener,
- use of Safe Measures to monitor compliance, and

- the implementation of RED team meetings, which allow for investigating social workers to consult on referrals and receive supervision to develop plans in a timely fashion before investigating.

Additionally, in January 2019, a full-time Emergency Response supervisor was hired, after a two-year vacancy. Although the County has had many staffing challenges, the focus has always been on safety, and social workers have always exhibited passion and dedication, and taken advantage of newly approved overtime allowances.

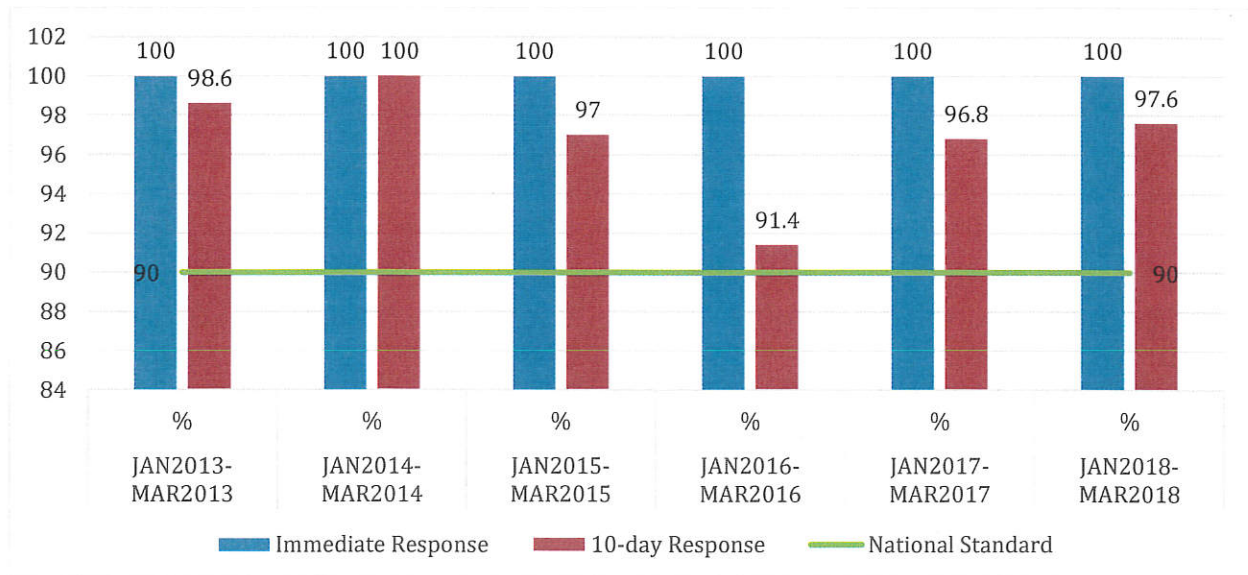
FIGURE 15 – 10 DAY REFERRALS BY AGE

	Under 1	1-2	3-5	6-10	11-15	16-17	18-20	All
	%	%	%	%	%	%	%	%
Timely Response	100	100	92.3	100	96	100	.	97.6
No Timely Response	0	0	8.3	0	7.7	0	.	3.6
Total	100	100	100	100	100	100	.	100

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

Over the last five-year period, Immediate Response referrals have remained well above the compliance standard, while 10-day Responses have been more variable (Figure 16). Despite this fluctuation, San Benito has been above the 90% compliance standard for all five years.

FIGURE 16 – 2B TIMELY RESPONSE OF COMPLETE CONTACTS



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>



## **CHILD WELFARE OUTCOMES NEEDING IMPROVEMENT:**

As described in the CSA, the following two outcomes were found to be below standard and needing improvement:

### **P3 – Permanency in 12 months for Children in Foster care 24 months or more**

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

The National Standard for this measure is 30.3%. During the reporting period April 1, 2017, to March 31, 2018, San Benito County had 0% (0 of 11) children exited to permanency. This is below, that is not meeting, the National Standard and a 100% decrease over five years.

Figure 20 shows overall that the measure has been above the National Standard, which is 30.3%, for three of the last five years. It appears that the decline in performance has actually been due to data entry delays. Out of 11 cases not achieving permanency, case review shows that two of the children have been adopted, one has achieved legal guardianship, and two are now over the age of 18 years, and are receiving AB 12, Non-minor Dependent (NMD) services.

San Benito has chosen this outcome for the SIP, as it was their focus for the Peer Review. It is still considered to be due in part to data entry issues but nevertheless a focus the County would like to delve into in this SIP cycle. As shown in Figure 21, all of the children in the target population for Outcome P3 are over the age of 11. The four strategies discussed below are particularly suited to this age group because they are focused on increasing engagement in ways that will facilitate achieving permanency: getting and keeping youth connected and placed with people they know (Family Finding and Engagement); improving engagement and case planning (Child and Family Teams); and, improving assessments and providing treatments and supports for children and youth (CANS and Children’s System of Care). The County believes that these strategies, working together in an integrated way, will lead to increased permanency.

In particular, the Family Finding and Engagement strategy will have a two-pronged approach. First, as a preventative measure to ensure that future children do not remain in care for longer than 24 months, family finding practices will be implemented at the start of every case. By identifying interested family members and friends and including them in the CFTs, engagement in concurrent planning may improve and result in increased permanency for foster youth. Additionally, to better serve the children currently in care for more than 24 months, every assigned social worker will staff these cases with their supervisor to identify any possibility to achieve permanency through targeted recruitment of relatives and other extended family members, (as discussed on page 105 of the CSA). The RFA Unit will focus on existing family members and engage them in caring for and supporting children. In some long-term cases, current resources for children and youth could include parents from whom children were originally removed. Conducting RFA Assessments for kin and fictive kin options while recruiting unmatched homes is exciting and challenging for the RFA Unit. Due to the Continuing Supervisor vacancy for the past two years, this has not been consistently practiced; however, the agency has recently hired a new supervisor. Additionally, (as noted on page 65 of the CSA), the peers identified that a barrier to maintaining connections was not having a family finding policy and identified staff member.

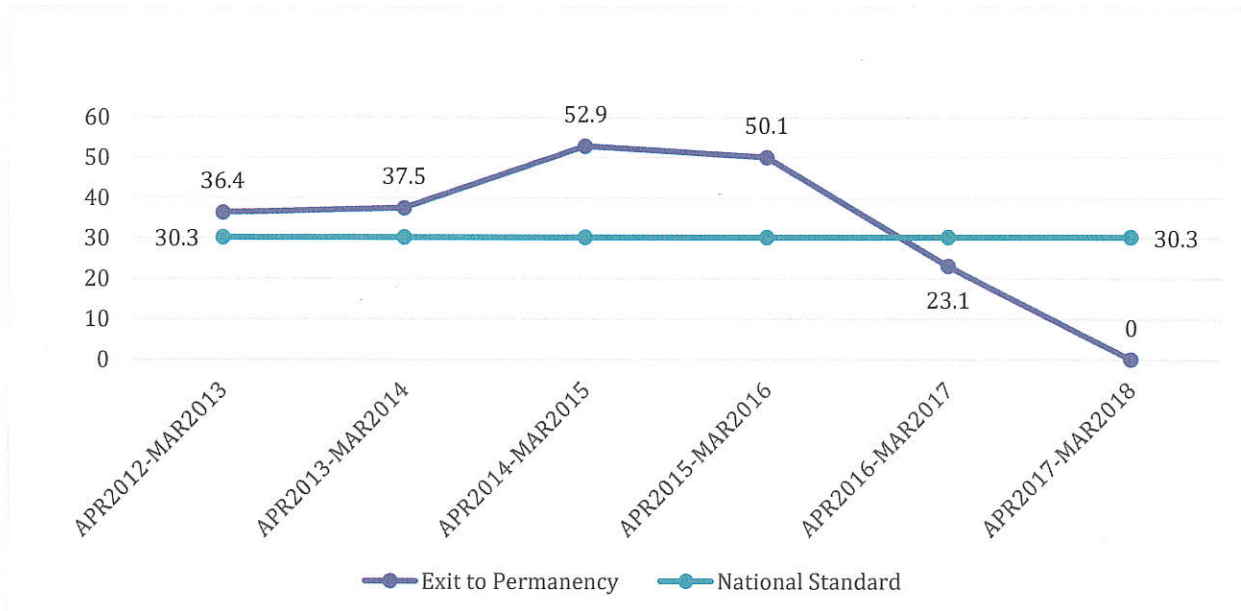
Implementing CFTs throughout the life of every case will assist with the other strategies by offering a regular opportunity to identify family members or other individuals who might be supportive and/or

available as a placement/permanency resource. Effective CFTs will also improve concurrent planning and identify supports to meet the needs identified through the CANS tool. This will offer children and families an opportunity to be actively involved members in the permanency planning process and improve the possibility for children in care for over 24 months to achieve permanency. This teaming approach will be particularly suited to older children, like those in the P3 target population, who often want to have input into their placements and the decisions made about them.

Implementing the CANS assessment will address the need identified in the CSA on page 60, for ensuring a comprehensive and coordinated screening, assessment, and treatment plan to identify and address children's mental health and trauma needs. By assessing all children for strengths and needs, including children in care for more than 24 months, new needs may be identified, and may lead to further services which may resolve any obstacles that may be barriers for permanency. Additionally, by incorporating the CANS in every CFT, new and newly interested family members and friends may become aware of a child's needs and may be more open to becoming a resource to the child. This may provide permanency for those children already in care for over 24 months.

The fourth strategy is intended to address the needs for increased agency collaboration identified in the CSA on page 68. These needs were identified as the following: the County should build a working relationship with Behavioral Health Services; Behavioral Health needs to understand what is needed to be better able to provide services to children and families; the County should develop relationships with the community; frequent lack of collaboration with newer community agencies and start-up collaboratives should be addressed; the County should identify and contract with mental health professionals who can meet the needs of the children and families; and, the children and families need faster access to mental health services. This strategy will result in a system of care that will meet the mental health and substance use disorder needs of children in care. The existing monthly multidisciplinary team will be restructured and repurposed to staff all cases in which a family is identified as needing additional services and/or are receiving multiple services. Additionally, the team will identify and discuss the cases of children in care for over 24 months to assess for services which may increase their likelihood of achieving permanency. Such services may include therapy for children with difficult behaviors, which in turn would increase the likelihood that a relative or resource family may wish to provide permanency.

FIGURE 20 - P3 - PERMANENCY FOR CHILDREN IN CARE OVER 24 MONTHS



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

Figure 21 shows that no children exited to permanency. Of the children that remained in care, there were six children ages 11-15, and five children ages 16-17. The implementation of the first strategies (above) will be especially beneficial to youth in these age groups. Youth between the ages of 11 and 17 are mature and capable enough to participate actively in CFTs and Family Finding and Engagement. Additionally, these youth may be able to better understand the CANS Assessment and its implications; and, may be able to suggest services or other means to address their needs and utilize their strengths. By being able to fully participate in these processes, these youth may be more active in the creation of their case plans, which may in turn lead to improved permanency outcomes.

FIGURE 21 - P3 PERMANENCY (%) BY AGE GROUP

	Under 1	1-2	3-5	6-10	11-15	16-17	All
	%	%	%	%	%	%	%
Exited to reunification	.	.	.	.	.	.	.
Exited to adoption	.	.	.	.	.	.	.
Exited to guardianship	.	.	.	.	.	.	.
Exited to non-permanency	.	.	.	.	.	.	.
Still in care	.	.	.	.	100	100	100
Total	.	.	.	.	100	100	100

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of

Figure 22 reveals the ethnicities of the children in care. There were five Latino children, five White children, and one child with missing ethnicity data.

FIGURE 22 - P3 PERMANENCY (%) BY ETHNICITY

	Black	White	Latino	Asian/ P.I.	Nat Amer	Missing	All
	%	%	%	%	%	%	%
Exited to reunification	.	.	.	.	.	.	.
Exited to adoption	.	.	.	.	.	.	.
Exited to guardianship	.	.	.	.	.	.	.
Exited to non-permanency	.	.	.	.	.	.	.
Still in care	.	100	100	.	.	100	100
Total	.	100	100	.	.	100	100

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL:  
<[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

## **2F by Year – Timely Monthly Caseworker Visits (out of home)**

There are two aspects of the performance measure on caseworker visits: timeliness and location. The required frequency is monthly. The data is defined as “the percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once.” The national standard for 2F is 95%. At least 50% of those visits must be in the child’s residence to meet the standard.

During the reporting period, April 1, 2017 to March 31, 2018, San Benito County achieved timely caseworker visits on 94.6% of cases, (not meeting the national standard). All children age 10 and under met the national standard, and all ethnicities met the National Standard, except White children (87.9%).

After thorough review of the data, it appears there were two reasons for not meeting the standard. First, the inability to meet the standard for 11-15 year olds and 16-17 year olds may be attributed to a youth who was AWOL from their placement for an extended period of time and was unavailable for caseworker visits.

The second reason appears to be due to data entry delays. There was a case that was dismissed by the court in October 2017, but the social worker did not close it in CWS/CMS until May 2018, which resulted in the appearance of at least seven missed monthly visits. Since these delays were identified, all relevant staff have received SafeMeasures training, and social workers are expected to bring SafeMeasures reports with them to supervision. Furthermore, social worker data entry compliance will continue to be closely monitored as this appears to be a compliance issue rather than an outcome measurement.



The National Standard for 2F (in the residence) is 50%. During the reporting period, April 1, 2017 to March 31, 2018, San Benito County achieved timely caseworker visits in the residence in 89.2% of cases, far exceeding the standard.

Training staff in accurate data entry has been completed and despite this being an area not meeting the national standard by 0.4% for the CSA time period, the County is not including this in the SIP. If the youth had not been AWOL and the case closed in a timely manner the county would exceed the National Standard of 95%. The County will monitor this measure closely and if the policy, training, and supervision components that have been put in place do not meet the compliance standard, more revisions will be made.

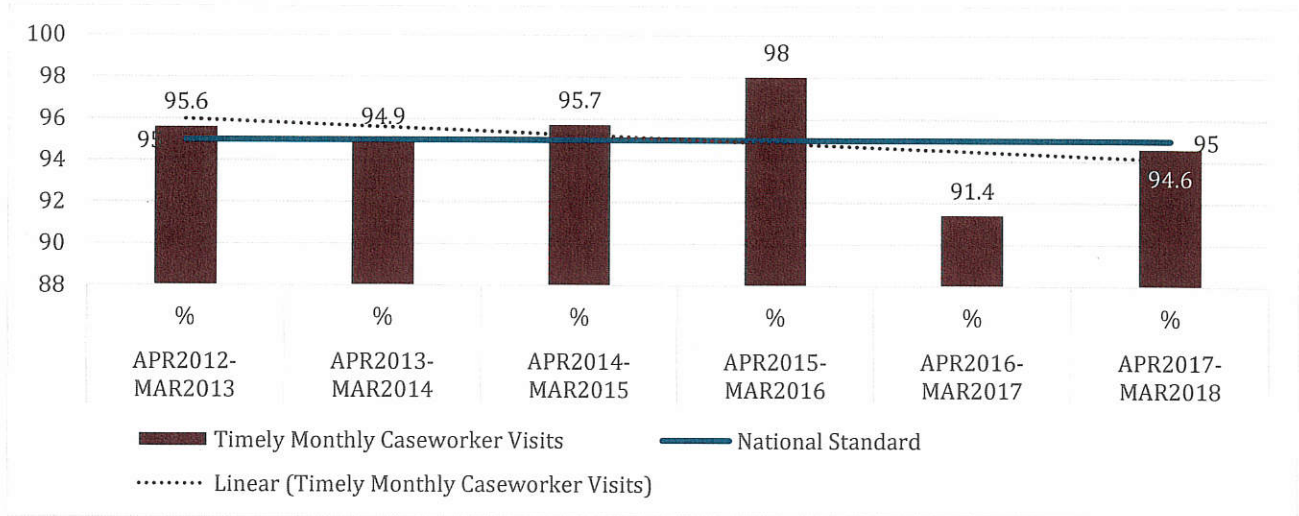
FIGURE 23 – TIMELY MONTHLY VISIT BY AGE

AGE GROUP	CHILDREN IN OUT-OF-HOME PLACEMENT	PLACEMENT MONTHS	MONTHS WITH VISITS	PERCENT WITH VISITS	MONTHS WITH VISITS IN THE RESIDENCE	PERCENT WITH VISITS IN THE RESIDENCE
	N	N	N	%	N	%
UNDER 1	8	54	53	98.1	46	86.8
'1-2	12	100	95	95	88	92.6
'3-5	12	83	81	97.6	75	92.6
'6-10	11	72	71	98.6	59	83.1
'11-15	14	124	111	89.5	97	87.4
16-17	10	63	58	92.1	55	94.8
TOTAL	67	496	469	94.6	420	89.6

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

In Figure 24 measure 2F is displayed by year, over a five-year span. Visitation percentages have fluctuated over time and have only exceeded (that is, been better than) the National Standard during two of the five reporting periods.

FIGURE 24- 2F BY YEAR



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

## Probation Summary of Outcome Data Measures and Strategy Rationale

The section below includes an overview of San Benito County's current performance in outcome measures defined by State and Federal guidelines. Each section will include a definition of the measure, a data set, and an analysis of San Benito County's performance. All data figures presented in this section are taken from Quarter 1, 2018. Some data sets are clarified with further information from SafeMeasures® and other information collected from the UC Berkeley California Child Welfare Indicators Project (CCWIP) website.

When analyzing data from smaller counties, it's important to note that small numbers of individuals can significantly impact percentages, causing data to swing dramatically. Additionally, in relatively small populations such as children in foster care, breaking data out by age or ethnicity may not be useful because the number of individuals in the various "cells" may be zero, one, or two and no meaningful trends or conclusions can be drawn. For some of the Outcome Measures below, the data is not broken out further for such reasons.

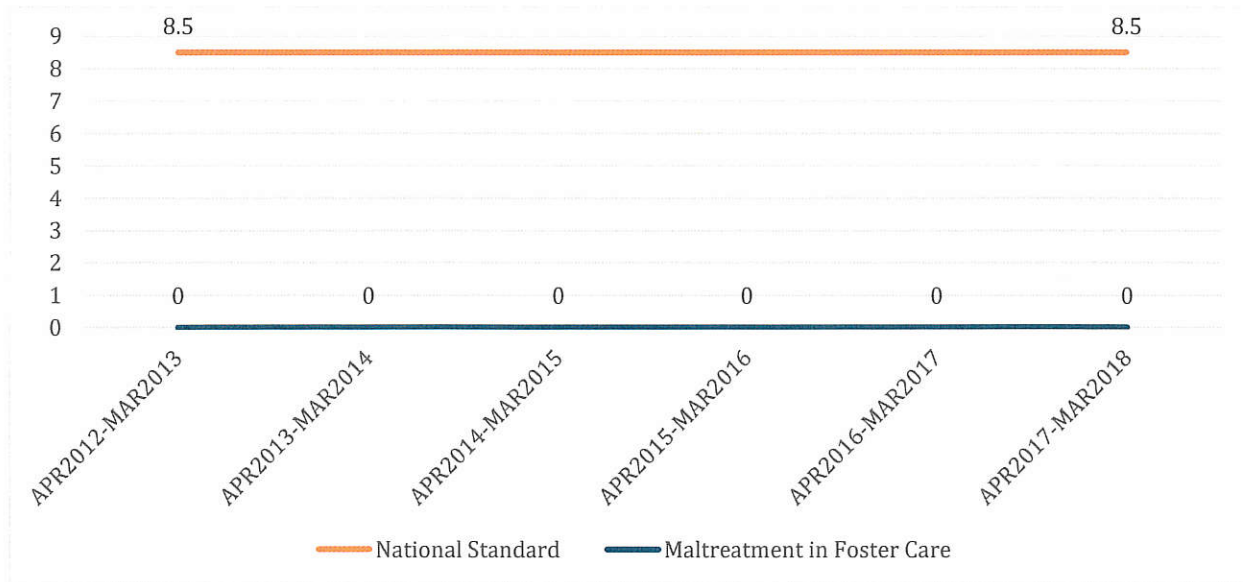
### PROBATION OUTCOME DATA MEASURES ABOVE (OR BETTER THAN) THE NATIONAL STANDARD

Probation has so few youth in care that many of the measures below show no youth in care; however, a review of past years helps determine the status of the measure. There are some measures that Probation does not track (for example, S2). Those measures are not listed in this section.

#### S1 – Maltreatment in Foster Care

This measure is defined as "Of all children in care during the 12-month period, what is the rate of victimization per day?"

FIGURE 25- S1 - MALTREATMENT IN FOSTER CARE



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

The number of children experiencing maltreatment by any perpetrator in foster care over the past five years (Figure 39) has remained flat, with no children experiencing maltreatment. During this reporting period, April 1, 2017-March 31, 2018, the rate was zero children (of 199) per 100,000 days, which is below, and better than, the National Standard of 8.50. This may be attributed to consistently low placement numbers combined with placement officers meeting with the youth at least monthly in placement.

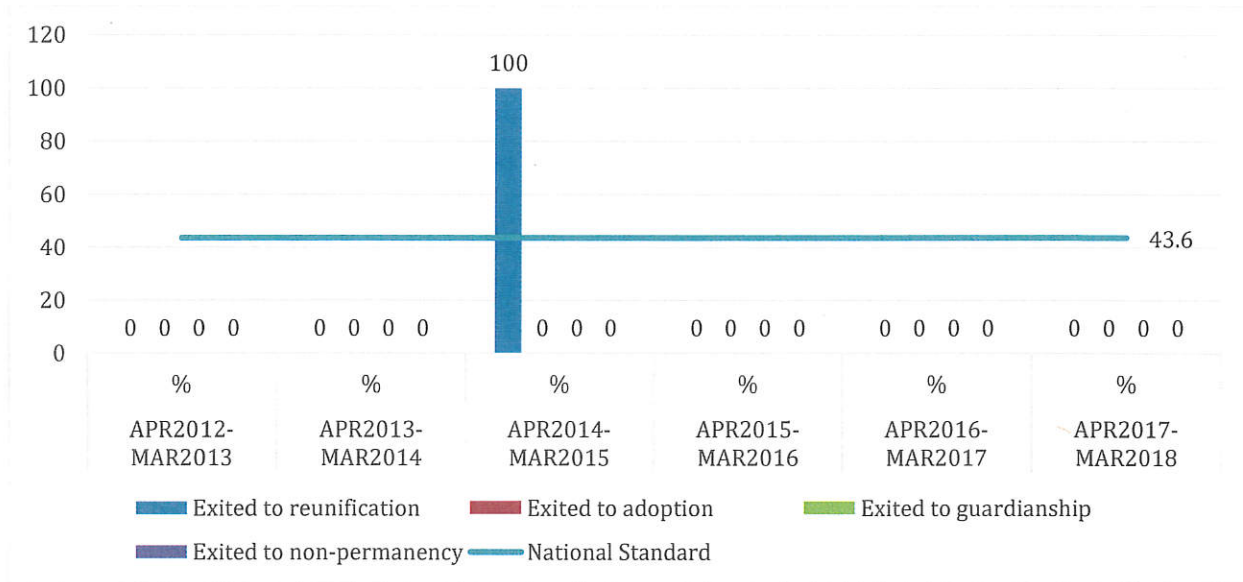
## **P2 – Permanency in 12 months for children in Foster Care 12-23 months**

This measure is defined as “Of all children in foster care on the first day of the 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?”

The National Standard is 43.6% of children will exit to permanency. For this period of reporting (April 1, 2017-March 31, 2018), 0 of 0 (or 0%) children in care 12-23 months exited to permanency. Figure 27 shows the trend of P2 which shows that most years there are no children in care to be included in the denominator. The reporting period of April 2014-March 2015 was the only year to exceed the national standard with all children (2 of 2) exiting to reunification. This outcome continuously meets the national standard in part due to the implementation of CCR, CFTs, and Pathways to Wellbeing (*Katie A.*).



FIGURE 27 PERMANENCY IN 12 MONTHS FOR CHILDREN IN FOSTER CARE 12-23 MONTHS



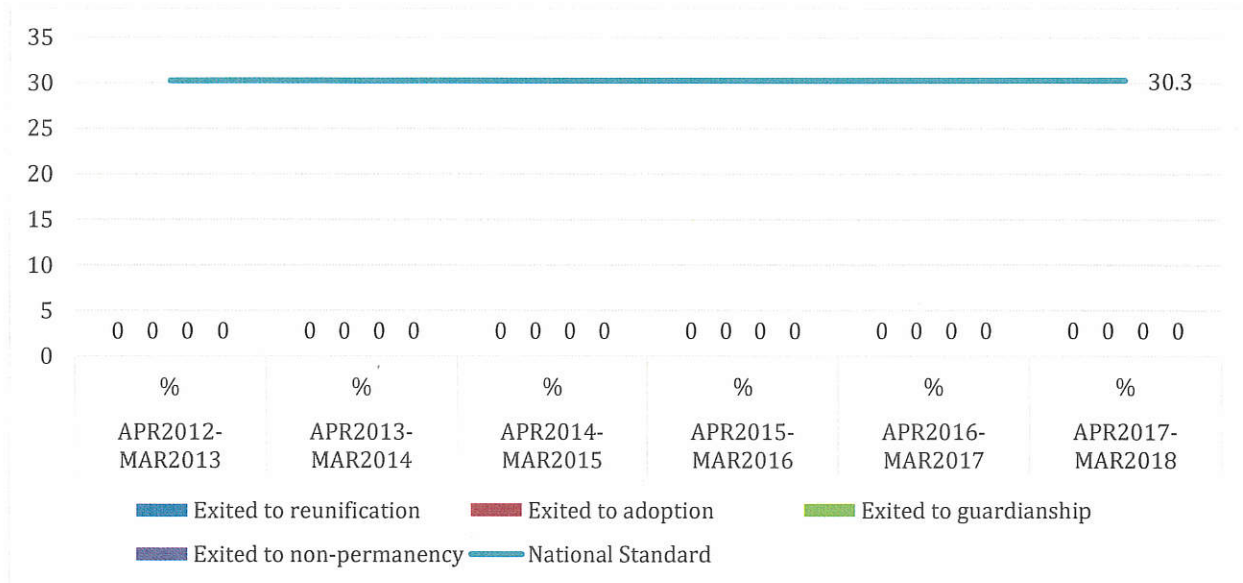
Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

### **P3 – Permanency in 12 months for Children in Foster care 24 months or more**

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

During this period, April 1, 2016-March 31, 2017, 0 of 0 children exited to permanency. Figure 28 shows this measure has remained flat due to no children (0 of 0) exiting to permanency (April 2012 – March 2013) or no children in care to exit (April 2013 – March 2018).

FIGURE 28 - P3 - PERMANENCY EXITS FOR CHILDREN IN CARE OVER 24 MONTHS



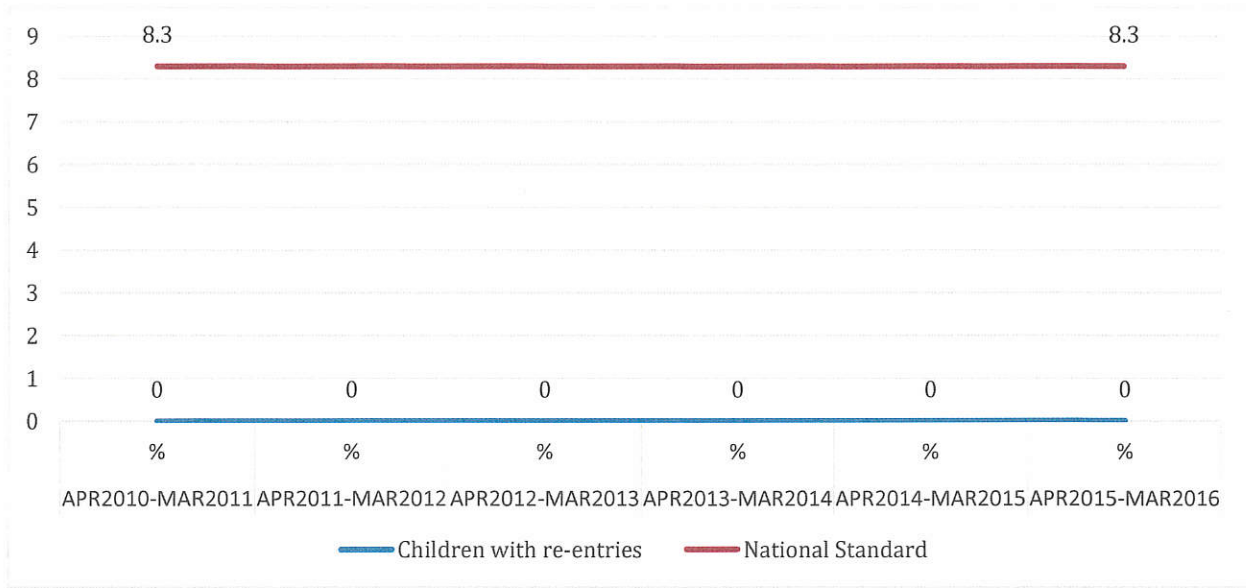
Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

#### **P4 – Re-entry to Foster Care**

This measure is defined as “Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?”

The National Standard for P4 is 8.3%. During this period, April 1, 2015-March 31, 2016, 0 out of 0 children or 0% of children re-entered after achieving permanency. This measure has remained flat due to the lack of children in care. The reporting period of April 2011-March 2012 had one child who met the denominator yet did not return.

FIGURE 29 - P4 - RE-ENTRY INTO FOSTER CARE



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

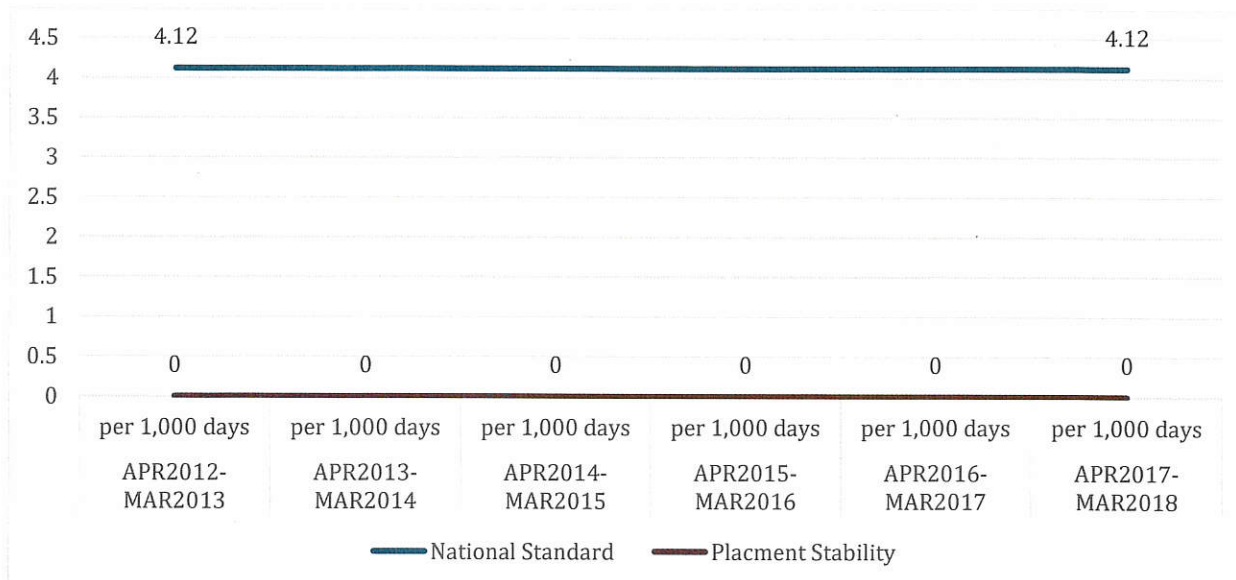
#### **P5 – Placement Stability**

This measure is defined as “Of all children who enter care in the 12-month period, what is the rate of placement moves per day?”

The National Standard is less than or equal to 4.12 per 1,000 days. During the reporting period, April 1, 2017 to March 31, 2017, probation youth experienced a 0.0 rate of placement moves per 1,000 placement days (0 placement moves over 191 placement days). Over five years, placement stability has remained under the National Standard (Figure 30) and flat at zero. There were no children in care April 2014 – March 2017 to experience placement disruption.



FIGURE 30: PLACEMENT STABILITY OVER 2013-2018



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

## 2F by Year – Timely Monthly Caseworker Visits (out of home)

There are two aspects of the performance measure on caseworker visits: timeliness and location. The required frequency is monthly. The data is defined as “the percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once.” The national standard for 2F is 95%. At least 50% of those visits must be in the child’s residence to meet the standard.

During the reporting period, April 1, 2017- March 31, 2018, San Benito County achieved timely caseworker visits on 97.4% of cases. However, as shown in Figure 31, visit percentage for children ages 11-15 was under the National Standard at 93.3%. During the same reporting period, children of all ethnicities received timely caseworker visits. The National Standard for 2F (in the residence) is 50%. During the reporting period, April 1, 2017- March 31, 2018, San Benito County achieved timely caseworker visits in the residence in 91.9% of cases, well above the standard.

FIGURE 31 – TIMELY MONTHLY VISIT BY AGE

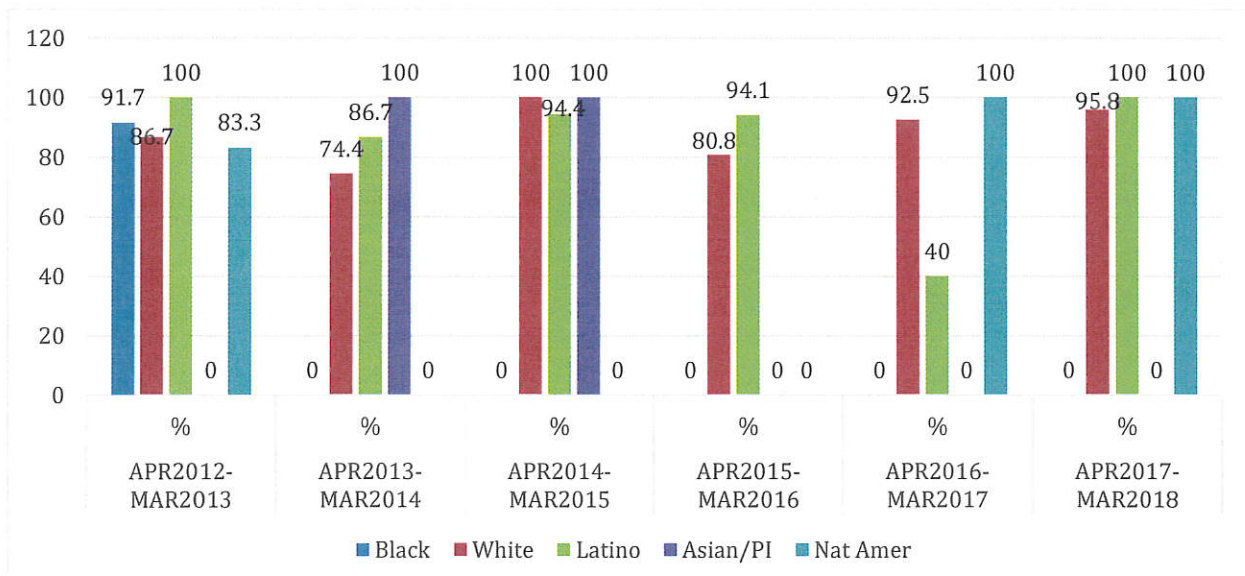
Age Group	Children in Out-of-Home Placement	Placement Months	Months with Visits	Percent with Visits	Months with Visits in the Residence	Percent with Visits in the Residence
	n	n	n	%	n	%
Under 1	.	.	.	.	.	.
'1-2	.	.	.	.	.	.
'3-5	.	.	.	.	.	.

'6-10	.	.	.	.	.	.
'11-15	2	15	14	93.3	14	100
16-17	3	23	23	100	20	87
Total	5	38	37	97.4	34	91.9

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

In Figure 32 measure 2F is displayed by year over a four-year span. All visitation percentages have fluctuated over time, including the “Total.”

FIGURE 32- 2F BY YEAR AND ETHNICITY



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

#### **4B Least Restrictive Placement (Entries First Placement)**

These reports are derived from a longitudinal database and provide information on all entries to out-of-home care. There is no National or Compliance Standard.

FIGURE 33- FIRST PLACEMENT

	APR2012-MAR2013	APR2013-MAR2014	APR2014-MAR2015	APR2015-MAR2016	APR2016-MAR2017	APR2017-MAR2018
	n	n	n	n	n	n
Pre-Adopt	.	.	.	.	.	.
Relative/NREFM	.	.	.	.	.	.

Foster	.	.	.	.	.	.
FFA	.	.	.	.	.	.
Court Specified Home	.	.	.	.	.	.
Group	3	1	.	.	.	1
Shelter	.	.	.	.	.	.
Guardian	.	.	.	.	.	.
SILP	.	.	.	.	.	.
Other	.	.	.	.	.	.
Missing	.	.	.	.	.	.
Total	3	1	.	.	.	1

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

During the reporting period, April 1, 2017 to March 31, 2018, San Benito County placed one child in need of placement in a group-home setting.

### **PROBATION OUTCOMES NEEDING IMPROVEMENT:**

As described in the CSA, the following outcome was found to be below standard and needing improvement. This was also the focus of the Peer Review.

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

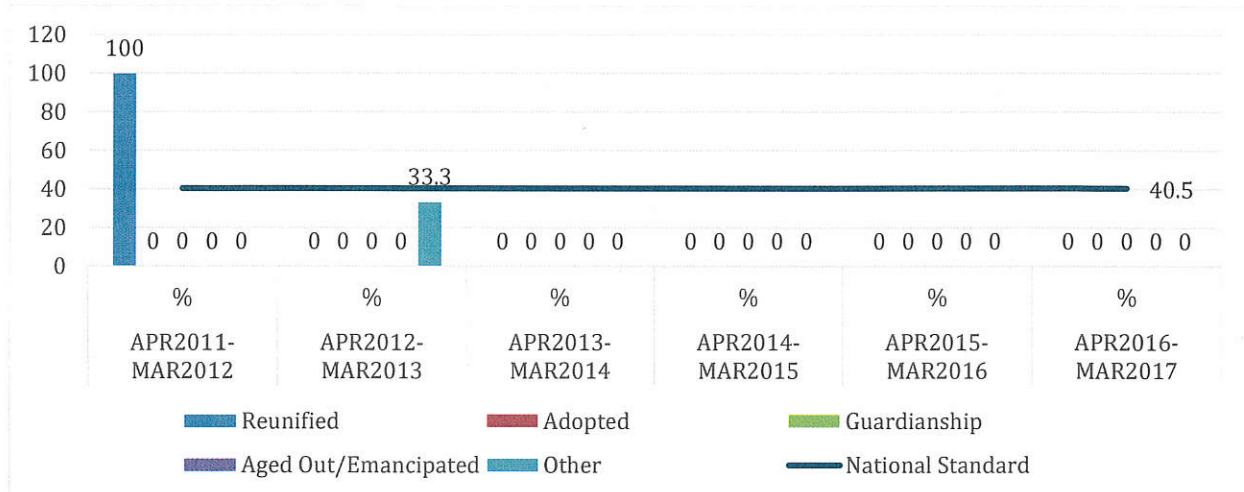
This measure is defined as “Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?”

The National Standard for this measure is 40.5%. The most recent performance is 0% (0 of 0) which is below the National Standard; however, there were no children in care. The highest rate during the five-year period was 50% in the 2011-2012 period when 100% (1 of 1) exited to permanency via reunification. The reporting period of April 2012-March 2013 was the only year in which there were children in care and the national standard was not met.

Although there is currently only one probation youth in foster care, Probation focused on this outcome for the SIP as a preventative measure to ensure that all future children who enter care achieve permanency within 12 months. The fourth strategy, agency collaboration, in particular will serve to address the mental health needs of Probation youth so that they may resolve their trauma and subsequent behaviors. In doing so, the youth will be able to return home sooner, equipped with new coping skills to enhance overall family functioning, and less frequent delinquent behaviors.



FIGURE 41- P1 PERMANENCY WITHIN 12 MONTHS



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. Retrieved 12/2/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

PROBATION FOSTER CARE ENTRIES, EXITS AND REASONS FOR EXIT (JANUARY 2016-AUGUST 2018)

	2016	2017	1/2018 – 8/2018
Entries	3	3	3
Exits			
Reunified	1	2	1
AB12/Non permanency	1	1	1
Aged out		1	1
Remained in care	1		

This data was not drawn from CWS/CMS but is kept internally as a regular part of the monitoring of foster care entries, exits and outcomes. This is attributable to the very small number of youth entering foster care through Probation.