




California - Child and Family Services Review

County Self-Assessment



California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Sutter
SIP Period Dates	N/A
Outcome Data Period	Quarterly Ending – January 2015 (Q3-2014)
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Introduction

California Assembly Bill 626 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to (a) improve Child Welfare services for children and their families in California and (b) provide a system of accountability for outcome performance in each of the State's 58 counties. The process for achieving these two broad objectives is the California Child and Family Services Review (C-CFSR). The process includes both quantitative (Self-Assessment) and qualitative (Peer Review) assessment of a county's performance on measures of children's safety, permanence and well-being. The results of the assessments support the development of the System Improvement Plan (SIP) which establishes measurable goals for system improvement and presents strategies for achieving these goals. The C-CFSR process also includes ongoing monitoring of system improvement efforts using quarterly reports of data extracted from the Child Welfare Services/Case Management Systems (CWS/CMS).

The lead agencies for conducting the County Self-Assessment (CSA) are the County Child Welfare Agency and the County Probation Department. The County Probation Department is responsible for assessing outcomes for children under its direct supervision who are receiving services. These agencies have the overall responsibility for completion of the assessment.

California Department of Social Services (CDSS) and County Welfare Directors Association (CWDA) have attempted to streamline the continuum of services provided to children, youth, and families as well as the C-CFSR process with the Office of Child Abuse Prevention (OCAP) Five-Year Plans. These processes were combined administratively with the intent of achieving greater efficiency; while also meeting the individual requirements of each program.

The comprehensive CSA has expanded its examination to include active participation of the county's prevention partners to identify the community's need for prevention and

community-based services. In the past, the county was expected to deliver two separate documents: the CSA and the CAPIT/CBCAP/PSSF Three-Year plan, which was based on a needs assessment. In the current process the CSA meets this requirement by integrating the needs assessment from the CAPIT/CBCAP/PSSF plan into the CSA, which now covers a five year term, rather than the 3 year term in former years. The period of assessment is November 2010 to October 2014. The focus of the county's current performance is data extracted from Quarter 3 2014 which was published January 2015.

The County Self-Assessment included detailed data analysis of individual and composite outcome data measurements, Peer Reviews (PR), and a large scale community meeting with targeted focus groups. The county reviews and analyzes its performance in each of the measured areas against state and federal standards, and identifies its strengths and the areas needing improvement. The outcomes are measured in a number of ways including entry and exit cohorts, and composite measures which are extrapolated from various data fields in the child welfare services computer system, CWS/CMS. The C-CFSR has eight child and family outcomes for which counties are accountable and that are the central focus of the self-assessment process.

1. Children are, first and foremost, protected from abuse and neglect.
2. Children are safely maintained in their own homes whenever possible and appropriate.
3. Children have permanency and stability in their living situations without increasing re-entry into foster care.
4. The family relationships and connections of children are preserved as appropriate.
5. Children receive services adequate to meet their physical, emotional and mental health needs.
6. Children receive services appropriate to meet their educational needs.
7. Families have enhanced capacity to provide for their children's needs.
8. Youth emancipating from foster care are prepared to transition to adulthood.

In Sutter County, CSA activities started in the month of May 2015 with our Peer Review and ended in June with the Stakeholder meeting. A variety of focus groups were conducted

during May, including county staff, caregivers, parents, and current foster youth. On May 19-21, 2015 Sutter County hosted its Peer Review in Yuba City. A summary of findings for that week are included in the Peer Review section of this report. A large stakeholder meeting was held on June 3, 2015 with over 65 participants representing service providers, community partners, other county agencies, the court, law enforcement and others from across the county and representing a wide range of disciplines.

These stakeholders came together to review a series of questions and discussion around service array, demographics, and areas that impact outcomes for children and families. The findings from this meeting are summarized and found throughout the report in the appropriate sections.

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

Sutter County has a long history of agency and community collaboration. It was with this in mind that the process to conduct the 2015 County Self-Assessment (CSA) was developed. Prior to the first meeting, staff from the California Department of Social Services (CDSS) Office of Outcomes and Accountability and the Office of Child Abuse Prevention met with Child Welfare and Probation management and supervisory level staff to review the process and make a comprehensive plan for the completion of the CSA within the required timeframes. Ongoing communication between CDSS and Sutter County occurred during the CSA, and CDSS participated in Peer Review and the large stakeholder meeting. Additionally representatives from the Northern Regional Training Academy participated and provided staff support to the process.

CORE REPRESENTATIVES

The following lists the C-CFSR team that regularly met in the planning stage of the CSA and Peer Review process. C-CFSR Team and Core Representatives:

- Lisa Soto, Deputy Director, Welfare and Social Services
- Donya Thompson, Deputy Chief Probation Officer - Juvenile Unit
- Paula Kearns, Program Manager, Social Services
- Jennifer Ramirez, Social Worker Supervisor II
- Nicole Pannell, Social Worker II
- Nicole Walters, Social Worker II
- Sandip Rai, Deputy Probation Officer/Placement Officer
- Katie Sommerdorf, California Department of Social Services, Outcomes and Accountability
- Irma Munoz and Robert Bradshaw, California Department of Social Services, Office of Child Abuse Prevention
- Jessica Iford, Northern California Research and Training Academy

THE CSA PLANNING PROCESS

The C-CFSR Team and Core Representatives spent a great deal of time planning and shaping the CSA and determining how the county would engage and consult community stakeholders. Conducting the CSA involved a committed team effort to select and organize existing data and tools to inform stakeholders about the Sutter County's child welfare system and probation. Analyzing qualitative feedback and quantitative outcome measure data captured during the CSA and PR process will be drive the focus areas included in the development of the SIP.

PARTICIPATION OF CORE REPRESENTATIVES

The C-CFSR team currently meets quarterly with CDSS to review outcome performance data and progress on the various components of the C-CFSR process. The team focus shifted to the upcoming CSA and Peer Review and began meeting in February 2015 to start the planning process for our CSA. After an initial planning call, regular planning team calls occurred on a weekly basis to determine our C-CFSR core team, CSA facilitation, timeline for the CSA and Peer Review, our stakeholder engagement efforts, analysis of the outcome measures and our focus area. All members of the core team were regular participants and contributors to the

discussions and process. The planning team consists of the CWS program manager and supervisors, Juvenile Probation Deputy Chief and placement worker and the CDSS consultants.

STAKEHOLDER FEEDBACK

Sutter County Human Services Department, Welfare and Social Services Division/Child Welfare Services Branch and the Sutter County Probation Department would like to acknowledge the individuals involved in the County Self-Assessment (CSA): CDSS staff, OCAP staff, the planning team above, all of the CWS social workers, Probation staff, U.C. Davis staff, our community partners in foster family agencies, law enforcement, non-profit community based organizations, mental health, schools, Yuba College ILP staff, the Yuba Sutter Foster Parent Association, and especially the parents, foster parents, family members and youth participants. Contributions and recommendations of these participants were invaluable to the process and the development of this report.

Sutter County's Child Abuse/Domestic Violence Council acts as the collaborative body through which grant awards for PSSF funds are reviewed, and recommendations made to the Department of Welfare and Social Services for funding. Representatives from this council were important participants in the self-assessment process including the community meeting and the focus groups held on June 3, 2015.

Sutter County CWS and Probation solicited stakeholder feedback for the CSA through the aforementioned Stakeholder Meeting and through focus groups with social worker supervisors, social workers, juvenile probation officers, parents, foster parents, and youth in foster care. Following are summaries of the information gleaned from the stakeholder meeting and the focus groups.

The stakeholders listed in Appendix A met on June 3, 2015, to discuss demographics, regional needs and resources, and individual areas of focus related to outcomes for children and families. A summary of their findings is presented throughout the content of the assessment.

Sutter County conducted eight focus groups in order to obtain important feedback regarding key participants thoughts and feelings about county performance and needs. The

focus groups and community meeting were well attended, included a broad cross-section of interested community partners and resulted in a great deal of quality feedback. All of the required core participants contributed to the 2015 Sutter County Self-Assessment, along with a significant number of other recommended participants. All of the CPS management team and supervisors participated, as did all of the CPS case-carrying social workers, with few exceptions. The focus groups allowed for a sharing of information that enhanced knowledge of both CPS and Probation outcomes and more importantly, created an environment where both professionals and those with “life experience” shared resources and ideas, enhancing understanding of all that Sutter County has to offer in the way of human services. Feedback has been incorporated throughout this document and has guided subsequent discussions which have been integrated into the following detailed analysis.

Focus groups were facilitated by UC Davis who also provided note takers. Focus groups were held during the week of the Peer Review at the Peer Review venue, with the exception of the Youth focus group, which was held at Yuba College on June 3, 2015. Food was provided for all focus group participants.

Focus groups included:

- Probation Youth; one participant May 13, 2015
- Probation Parents; one participant May 19, 2015.
- Social Workers; 16 participants, May 19, 2015
- Probation Officer/Supervisors; three participants, May 20, 2015
- Foster Parents and Relative Caregivers; six participants, May 20, 2015
- Social Worker Supervisors; three participants, May 20, 2015
- Biological parents; 11 participants, May 21, 2015
- Foster Youth; five participants, June 3, 2015

Feedback from stakeholders has been collated by themes and is included throughout the report in appropriate sections.

Demographic Profile

GENERAL COUNTY DEMOGRAPHICS



Sutter County is strategically located in the Capitol Region's Northern Corridor. There are two incorporated cities in Sutter County, Yuba City and Live Oak. Yuba City is the county seat. There are several unincorporated "rural communities." They are Meridian, Nicolaus, Rio Oso, Robbins, Sutter, and Trowbridge. The county is a short drive from the Interstate 80 and 5 corridors and is served by State Highways 20 and 99. Located in the Central Valley between the Sacramento and the Feather Rivers, Sutter County covers an area of 606.8 square miles (388,359 acres). Sutter County is perhaps most renowned for being home to the smallest mountain range in the world, the Sutter Buttes.

Sutter County has a rich agricultural heritage and is known for its high-yield agricultural crop production that includes rice, walnut, peach, tomato and prune production. Because agriculture is such a large employer within the County there is a large population of seasonal and migrant families. The land area covers more than 90% farmland and no timberland.

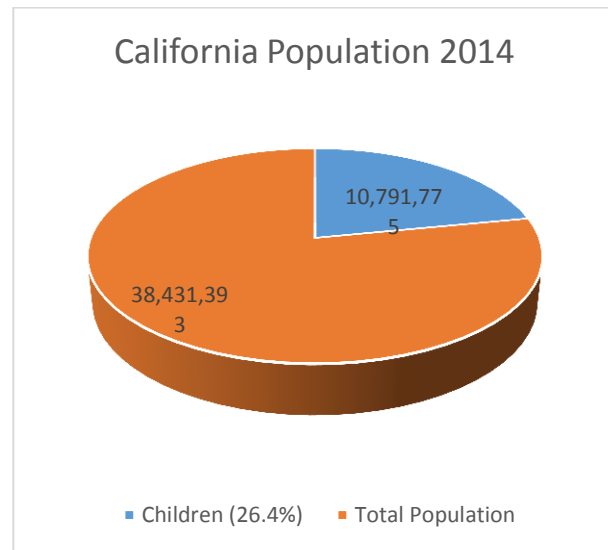
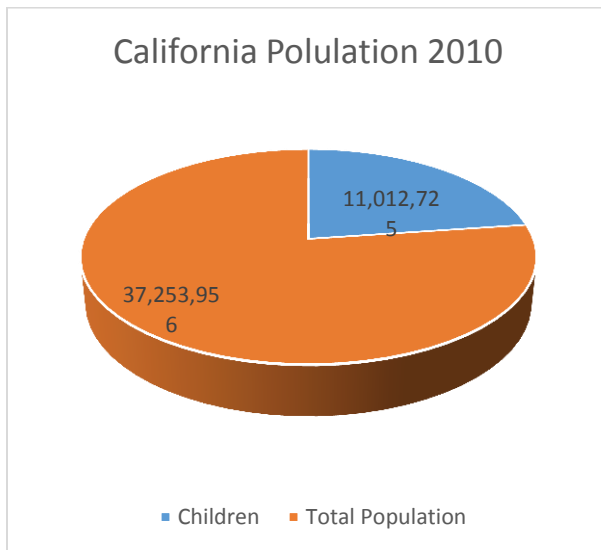
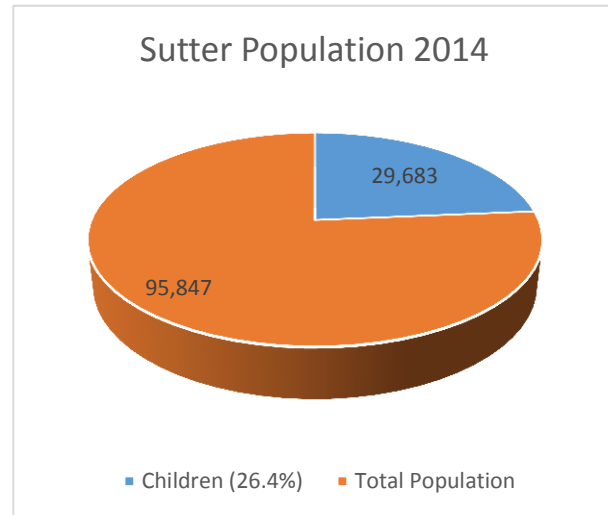
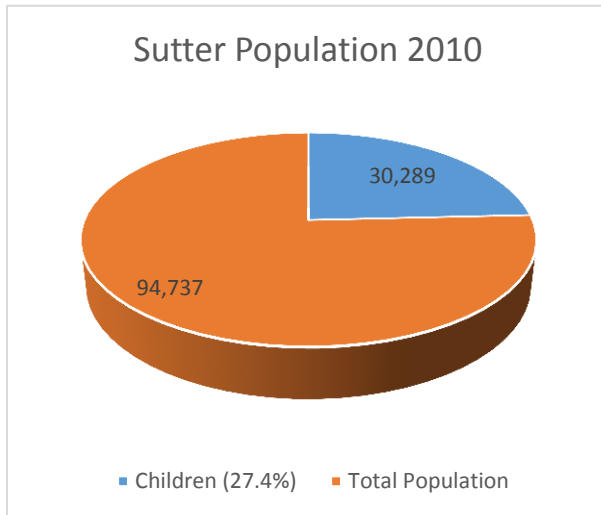
The southern half of the County shares its borders with the counties of Sacramento, Yolo and Placer. The neighbors to the north include Colusa, Butte and Yuba counties. Within a one-hour drive radius, residents of Sutter County have access to three State Universities, a major metropolitan airport, the State Capitol, and the recreational areas of the Sierra Mountain Range. Local recreational features include camping, hunting and fishing.

Population Demographics

The 2010 US Census reported Sutter County's population at 94,737, with an estimated growth to 95,847 for the 2014 population estimate. This represents an increase of 1.1 percent from the April 2010 data for the total county population. The state population increased by 4.2

percent from April 2010 data. During the same period, the county's child population showed a decrease of 2.3 percent, while the state child population decreased by 1.2 percent.

Population	Sutter County	California
Population 2014 ¹	95,847	38,431,393
Child Population 2014 ²	25,371	9,157,600
Population 2010 ¹	94,737	37,253,956
Child Population 2010 ²	25,976	9,270,132



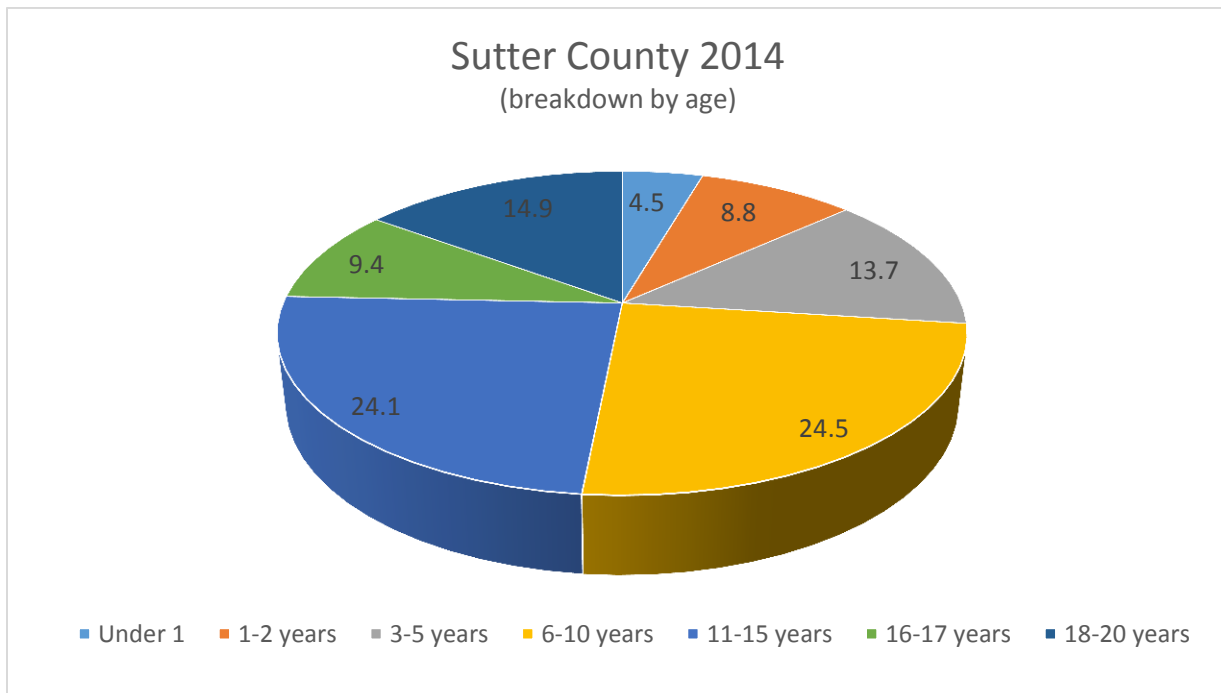
¹ <http://factfinder.census.gov>

² <http://www.kidsdata.org/topic/32/childpopulation/table#fmt=139&loc=2,342&tf=79.46&sortType=asc>

³ http://cssr.berkeley.edu/ucb_childwelfare/Population.aspx

Population and Ages of Children

In 2014, children in the age group 6-10 years of age (24.5 percent) make up the largest population of children in Sutter County. The state average, however, has the largest child population in the age group of 6-10 years of age (23.6 percent) and 11-15 (23.4 percent of the total child population).⁴ Sutter County's population breakdown by age is outlined in the charts below.



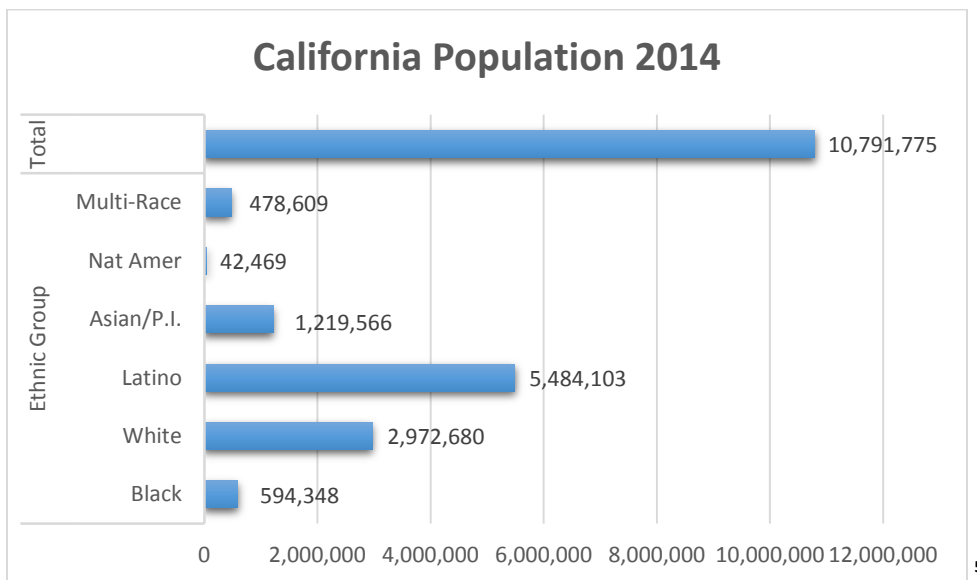
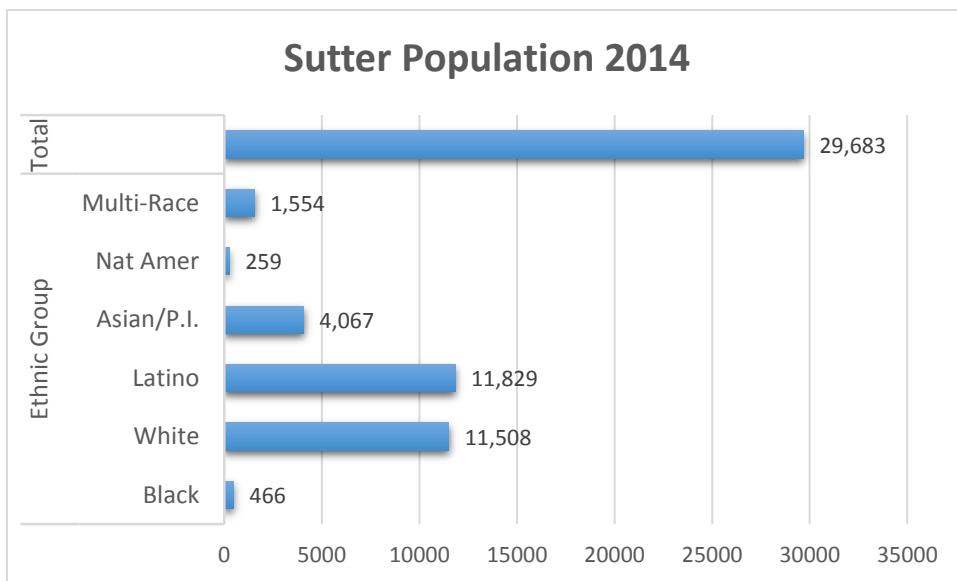
AGE GROUP	SUTTER	CALIFORNIA
UNDER 1	4.5	4.7
1-2 YEARS	8.8	9.2
3-5 YEARS	13.7	13.9
6-10 YEARS	24.5	23.6
11-15 YEARS	24.1	23.4
16-17 YEARS	9.4	9.6
18-20 YEARS	14.9	15.7
TOTAL	100	100

⁴ http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

⁵ http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

Ethnicity of the Population of Children

Based on data from the California Department of Social Services/University of Berkeley Collaboration, in both Sutter County (39.9 percent) and the State of California (50.8 percent), Hispanic is the largest ethnicity of the total population of children. However, starting with the age group 16-17 years, the ethnicity shows a shift with the majority as White at 40.7 percent. Children ages 18-20 have 43.2 percent identified as White.⁵

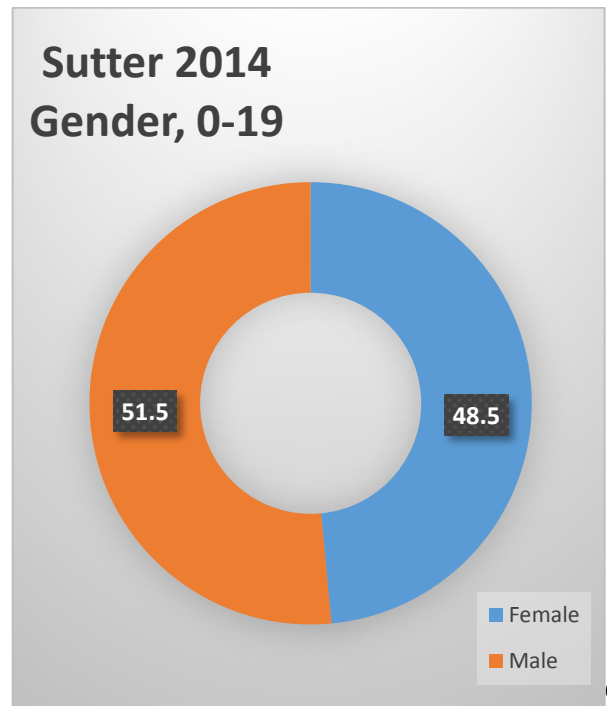
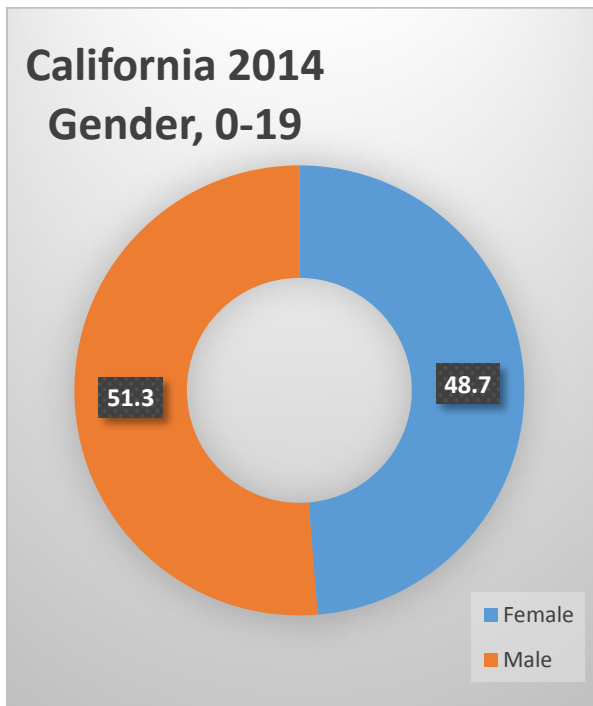


⁵ http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

There are no federally recognized tribes in Sutter County. The closest locations with Federal tribes are in Colusa County to the west and Butte County to the north.

Gender of Children

The gender of children in Sutter County is split nearly evenly. As of the 2014 data, 51.1 percent of children from ages 0 to 19 were male and 48.9 percent were female. This is matched to the data for the state with the same percentages within a variance of .1 percent. There has only been a slight change from the 2010 data when the male child population was 51.5 percent and female 48.5 percent in the county (a fluctuation of .4% rise in female population with a corresponding drop in male). The state data shows no change from since 2000 data.³

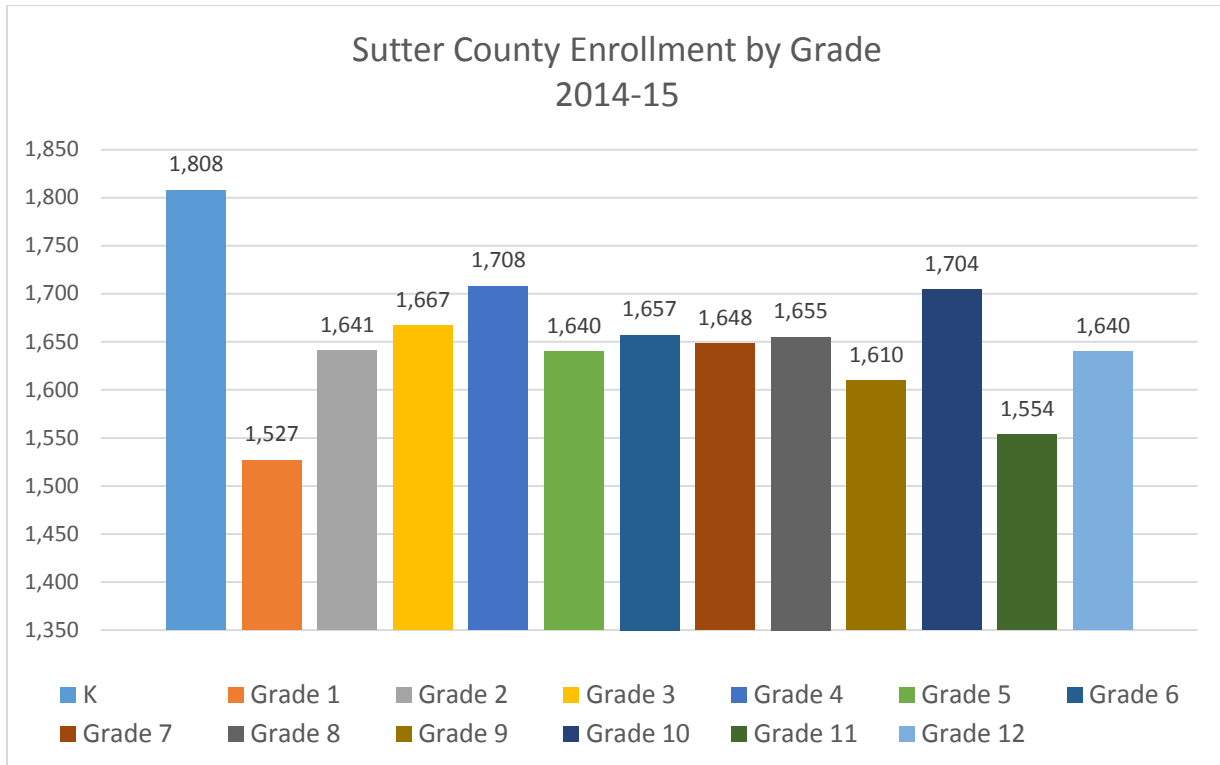


Education

There are thirteen school districts in Sutter County consisting of Brittan Elementary, Browns Elementary, East Nicolaus Joint Union High, Franklin Elementary, Live Oak Unified, Marcum-Illinois Union Elementary, Meridian Elementary, Nuestro Elementary, Pleasant Grove

⁶ http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

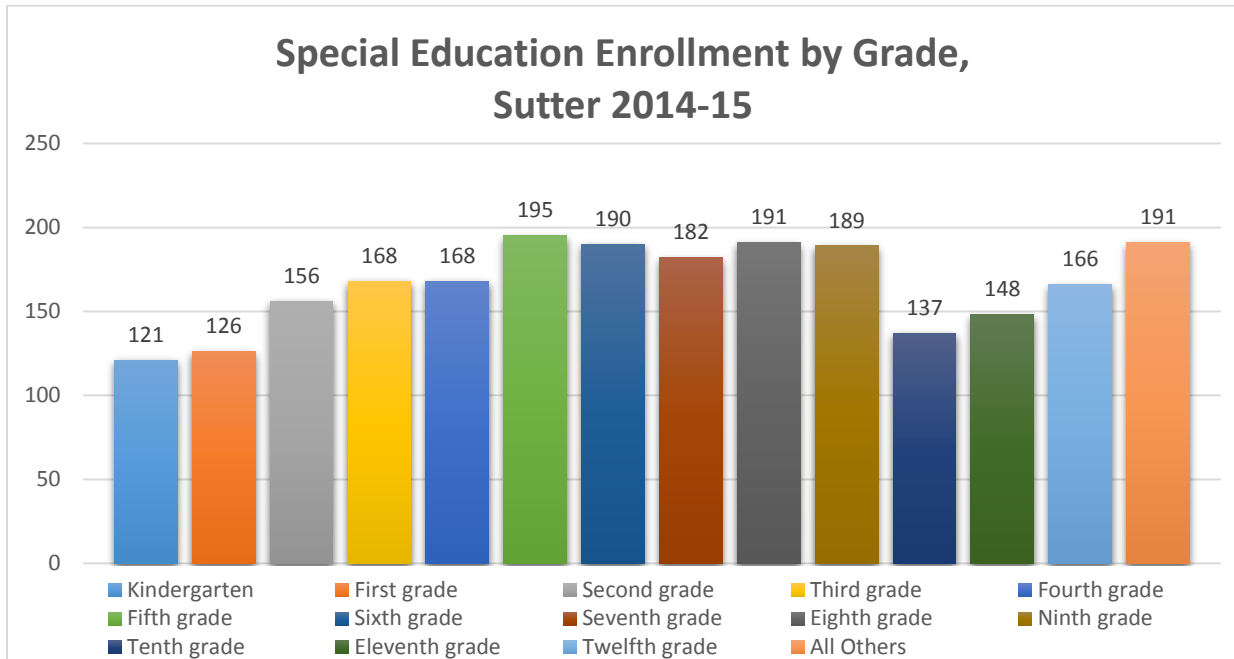
Joint Union, Sutter County Office of Education, Sutter Union High, Winship-Robbins and Yuba City Unified. In addition there are at least nine private schools in the county serving all ages. District enrollment by Grade for 2014-15 shows a total enrollment of 21,459 students from Kindergarten to Grade 12.⁷



Included in this total are 2293 students (10.7 percent) that are enrolled in Special Education classes, ages 0-18.⁸

⁷ Reference: <http://dq.cde.ca.gov> Data as of 06-15-2015 Source Statewide Student Identifiers (SSID)

⁸ Reference: <http://dq.cde.ca.gov> Data as of 06-15-2015 Source Statewide Student Identifiers (SSID)



Children in the Sutter County School Districts enrolled in the Gifted and Talented Education (GATE) Program 2008-09 total 4.1 percent of all enrolled students (824 students). This compares to a statewide total of 8.5 percent enrollment (533,614 students).

During the 2013 year, the grade 9-12 adjusted year dropout rate was 9.7 percent with a total of 153 students. This is an improvement from 2010 with an adjusted year dropout rate of 16.6 percent (288 students).⁹ The county Graduation Rate for 2013 is at 82% percent which is just slightly higher than the state rate of 80.4 percent¹⁰

Subsidized Lunch Program Participation

The Free or Reduced Price Meal Program provides a safety net to help ensure that low-income children get adequate nutrition. For some children, the school meal is the most significant meal of the day. Children who are hungry have trouble concentrating in class and have less energy for school. In addition, their health and development can be affected by poor nutrition. This indicator also serves as a measure of local child poverty.

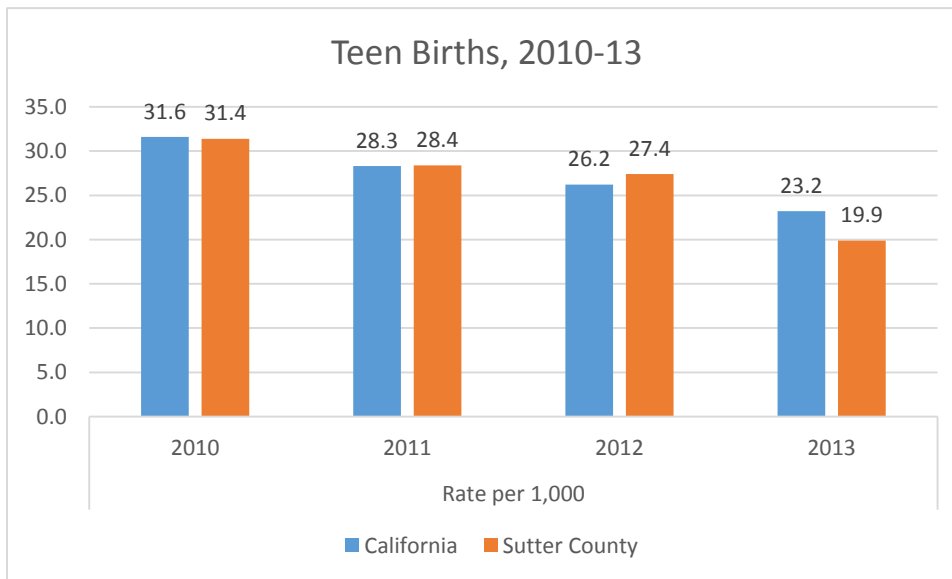
⁹ <http://www.kidsdata.org/topic/105/highschooldropouts/table#fmt=192&loc=2,342&tf=73&sortType=asc> Data as of 6-18-15

¹⁰ <http://www.kidsdata.org/topic/753/highschoolgraduates/table#fmt=1150&loc=342,2&tf=46,64,67,73&sortType=asc> Data as of 6-18-2015

There were 13,216 students (K-12), or 61.8% of total student enrolments in Sutter County enrolled in the Free or Reduced price meal program in 2014-15. A family's income must fall below 130 percent of the Federal poverty guidelines (\$28,665 for a family size of four in 2009) to qualify for reduced cost meals. Not all children that are eligible enroll in the program; therefore these numbers only reflect students actually enrolled in the program and may be lower than the total number of children that qualify. ¹¹

Children Born to Teen Parents

Teen Birth Rate: 2010-13¹²



During the period of 2010-13 Kidsdata.org reports show that Sutter County's teen parents gave birth at a rate that varied slightly, rising above and dipping below the state's average. In 2010 and 2011, Sutter County had birth rates within .2 percent of the state rates. However, in 2012 the Sutter teen birth rate increase to 1.2 percent higher than the state rate and then dropped to 3.3 percent lower than the state rate in 2013. ¹³

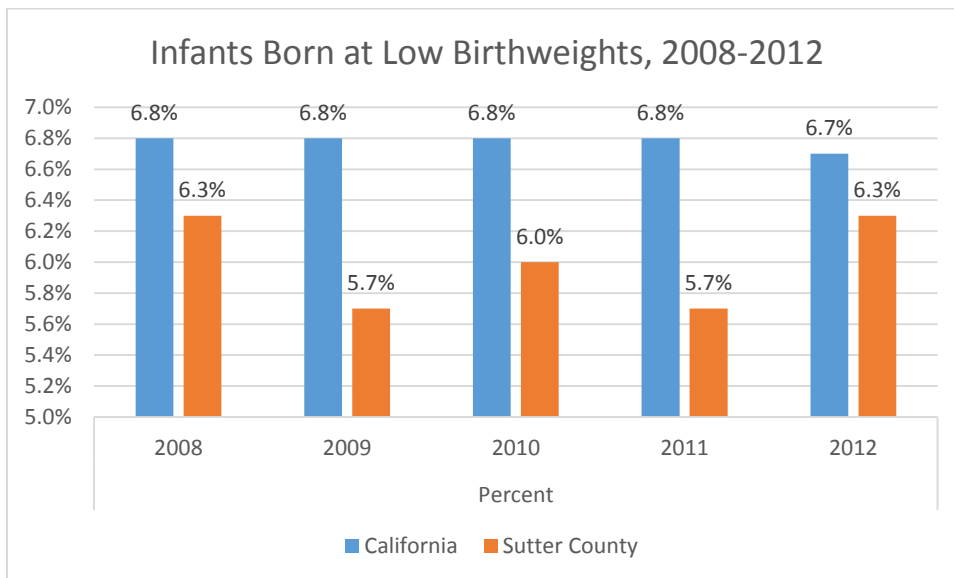
¹¹ <http://www.kidsdata.org/topic/518/free-school-meals-eligible/table#fmt=675&loc=2,342&tf=79&sortType=asc> Data as of 6-18-15

¹² http://www.kidsdata.org/data/topic/table/teen_births.aspx?f=1&loc=2,342&tf=6,7,8,9,10

¹³ <http://www.kidsdata.org/topic/314/teenbirths/table#fmt=1192&loc=2,342&tf=73,67,64,46&sortType=asc>

Babies with Low Birth Weight

While the data on teen births indicates that Sutter County's teens gave birth at a slightly higher rate than the state population in 2012, the number of infants born at a low birth weight during the same time period is lower in the county, at 6.3 percent in Sutter versus 6.7 percent for the state rate. Low birth weight is defined as less than 2500 grams, or about 5 pounds, 5 ounces. Sutter County has consistently had a lower percentage for low birth weights compared to the state rate for the last 5 years.¹⁴



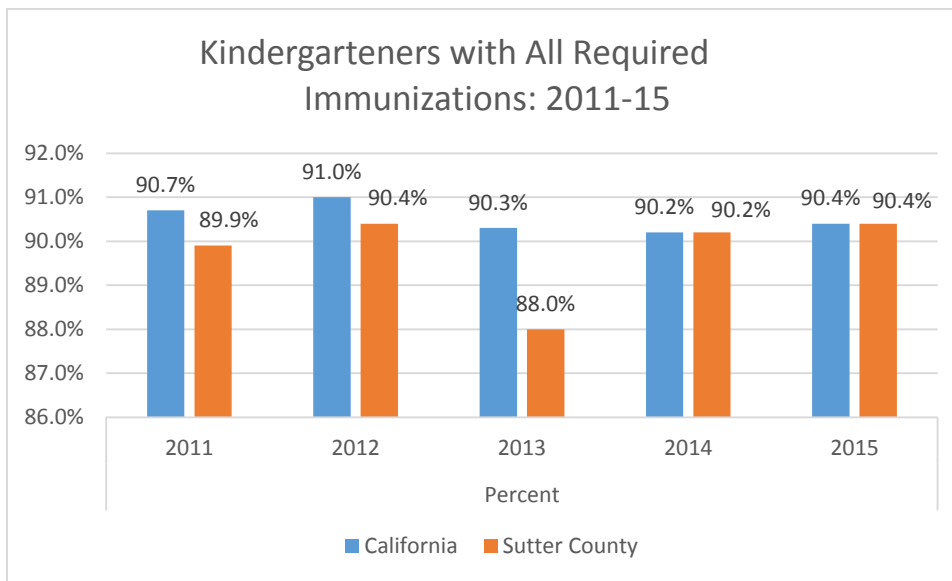
Age Appropriate Immunizations

In California, children who enter school must show proof of immunizations. In addition, children who are recipients of CalWORKs must verify proof of immunizations or aid may be reduced.

All required immunizations include 5 doses of DTP/DTaP/DT vaccine (4 doses meets the requirement if at least one was given on or after the fourth birthday); 4 doses of polio vaccine (3 doses meets the requirement if at least one was given on birthday); 2 doses of MMR vaccine (may be given separately or combined, but both doses must be given on or after the first

¹⁴ <http://www.kidsdata.org/topic/301/lowbirthweight/table#fmt=91&loc=2,342&tf=67,64,46,37,16&sortType=asc>

birthday); 3 doses of hepatitis B vaccine; and 1 dose of varicella vaccine (or physician-documented varicella disease history or immunity).



Comparison of Sutter County and the state percentages over a five year period indicates that since 2011, Sutter County had a lower percentage of immunized children than the state population. In 2011 (.8%), 2012 (.6%) and 2013 (1.7%), but then has matched the state average in 2014-15.¹⁵

Children and Child Care

The Child Care Planning Council (CCPC) of Yuba and Sutter Counties 2007-2012 Needs Assessment of Child Care in Yuba and Sutter Counties (December 2007, which is the most recent assessment conducted), indicates a major difference between the supply and demand for child care. Only Full Time Preschool has adequate coverage.¹⁶

Sutter County	Supply of Child Care	Children Needing Care based on Parents in Workforce	Gap	Children Needing Care based on Utilization Rates	Gap
Infant/Toddler	567	2553	-1986	1864	-1297
Preschool - PT	597	748	-151	645	-48

¹⁵ <http://www.kidsdata.org/topic/292/immunizations-kindergarteners/table#fmt=63&loc=2,342&tf=84,79,73,67,64&sortType=asc>

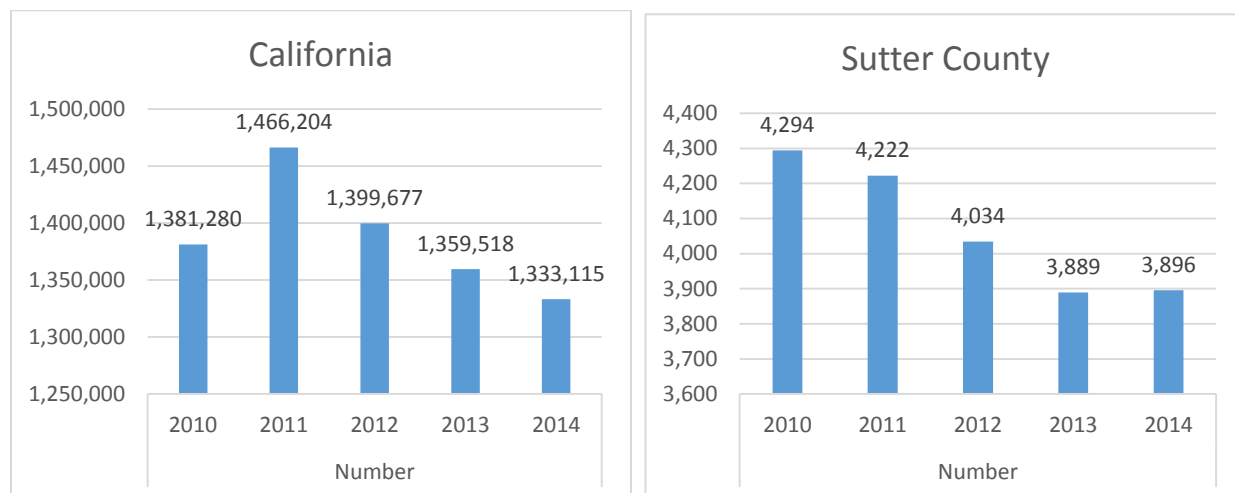
¹⁶ Reference: <http://www.childcareyubasutter.org/documents/2007%20Needs%20Assessment.pdf> Page 32

Preschool - FT	2018	1926	92	1655	363
School-Age	2256	7029	-4773	3444	-1188
Total	5438	12256	6818	7608	-2170

Sutter County Families and CalWORKs

Sutter County developed its CalWORKs Welfare to Work Program in January 1998. This program provides temporary cash assistance to families with children while promoting self-sufficiency through employment and personal responsibility. Clients are actively encouraged to seek, obtain, and maintain employment. Employment Services are available to participants to assist in transition from subsidy to self-sufficiency. Included are job screening, vocational training, employment counseling and placement.

As of January 2014, there were 3,896 CalWORKs recipients in Sutter County. The number of cases has consistently decreased each year since 2010.¹⁷ The demographics of the cases has maintained similar characteristics over the last year.



Economic Demographics

Children and Families below the Poverty Level

How much money a family earns is tied to their health and well-being. Lower income families may experience more health problems than others. Children living in poverty are more likely to go hungry; reside in overcrowded or unstable housing; be exposed to violence; and

¹⁷ <http://www.kidsdata.org/topic/670/calworks/table#fmt=953&loc=2,342&tf=79,73,67,64,46&sortType=asc>

receive a poorer education. Poverty exposes children to chronic stress, which can hinder their physical, social, and emotional development. Children who experience deep, prolonged poverty and live in neighborhoods with concentrated poverty are at greatest risk.¹⁸

In 2013 a family of two adults and two children was considered living in poverty if their annual income was below \$23,624. The percentage of children living in poverty nationwide had increased by 36% since 2007. During the period of 2011-2013, 23.3 percent of California's children were living in poverty and there were 24 percent of Sutter County children living in poverty for the same period.¹⁹

Sutter County Unemployment Rates and Median Family Income

Over the past ten years the mix of employment in Sutter County has moved slightly from manufacturing and wholesale trade to retail and services. Agriculture remains the major industry in the area, employing more than 10% of the workforce.

In 2013, the Sutter County unemployment rate was 15.3 percent and the state rate was 8.9 percent. A five year trend shows Sutter's unemployment rate as significantly higher (from 5.5 to 7.2% higher) than the state average each year, but showing a decrease in 2012 and 2013 as the economy has begun to rebound.²⁰

As of September 2014 the labor force was 44,500 persons, 38,800 of them employed, which represents a non-seasonally adjusted unemployment rate of 12.7 percent.²¹

Data from the US Census Bureau shows the median family income in Sutter County 2013 was \$50,408. This is in comparison to the state median family income of \$61,094.²²

¹⁸ http://www.kidsdata.org/data/topic/table/child_poverty20.aspx?loc=2,342

¹⁹ <http://www.kidsdata.org/topic/700/child-poverty-spm/table#fmt=996&loc=1,2&tf=67&sortColumnId=0&sortType=asc>

²⁰ <http://www.kidsdata.org/topic/237/unemployment/table#fmt=2246&loc=2,342&tf=73,67,64,46,37&sortType=asc>

²¹ <http://www.labormarketinfo.edd.ca.gov/county/sutter.html#URLF>

²² <http://quickfacts.census.gov/qfd/states/06/06101.html>

Unemployment presents a barrier to the families in Sutter County for their economic security and can affect the family and children's physical and emotional health. This can range from hunger to unsafe living conditions and poor education.

Health and Dental Insurance for Sutter County

Health insurance may be provided by employers for those families that are employed. With a current none seasonally adjusted unemployment rate of 12.7 percent²¹, many families need to find other sources for health coverage. Medi-Cal and Healthy Families, as well as other plans offered through Covered California, are available for low income families or on an income adjusted basis. Good health care with regular checkups help children stay healthy. When children have health insurance they are more likely to receive routine preventive health care, with protection from diseases and early diagnosis and treatment as needed when sick.

The UCLA Center for Health Policy Research, California Health Interview Survey, as reported on Kidsdata.org, indicates that 90.9 percent of Sutter County children in 2013 were insured in some manner. The state rate for the same period was 94.8 percent.²³

For Sutter County the type of health insurance is nearly evenly split with employment based insurance at 55.5 percent and Medi-Cal/Healthy Families/Other Public Insurance at 39.4 percent.²³ As California faces budget deficits, and Sutter County experiences higher unemployment rates, it is increasingly important to find ways to maintain access to affordable health insurance for all children.

Dental coverage is particularly important for children. Dental problems that are not treated lead to problems with success in school, possible pain from infection, difficulty eating and may lead to low self-esteem. Children appear to visit dentists on a fairly regular schedule, as 81.2 percent of children ages 2-11 saw a dentist within a six month period as of 2012.

²³ <http://www.kidsdata.org/topic/337/healthinsurance-age/table#fmt=393&loc=2,342&tf=73&ch=484,1109,1108,551,1113,1114,1115&sortColumnId=0&sortType=asc>

However, for the same period there were 10.3 percent of children who had never had a dental visit.²⁴

CHILD MALTREATMENT INDICATORS

There are specific demographics that have been tied to the increased incidence or risk of maltreatment of children. This information is used to help the county identify areas of need and address these needs with prevention and intervention programs to target the local population.

One of these areas is the family composition. In Sutter County, 38.5 percent of all households have children, versus the state average of 35.6 percent in 2013. Of all households with children, single parent households make up 19.3 percent of the population for Sutter County versus the state average of 23.2 percent.²⁵ Households with grandparents as the primary care provider make up 5.3 percent of the Sutter county population, with only 3.5 percent for California.²⁶

Housing is also a large factor in family stability and ensuring child safety and risk. In Sutter County, the following chart illustrates fair market rent by unit size in 2015.²⁷

SUTTER COUNTY	CURRENCY
STUDIO - 0 BEDROOMS	\$551
1 BEDROOM	\$664
2 BEDROOMS	\$850
3 BEDROOMS	\$1,228
4 BEDROOMS	\$1,454

The rate of high housing cost burden for 2013 was at 47.2 percent in California, but was 41.8 percent for Sutter County.²⁸ In 2014, there were 49 children in Sutter County, ages 0-5 that

²⁴ http://www.kidsdata.org/data/topic/table/last_dental_visit.aspx?loc=2,342

²⁵ <http://www.kidsdata.org/topic/41/families-with-children-type250/table#fmt=470&loc=2,342&tf=73&ch=1074,1075,1067,1078,1077,1072&sortColumnId=0&sortType=asc>

²⁶ <http://www.kidsdata.org/topic/38/grandparentcare250/table#fmt=463&loc=2,342&tf=73&sortType=asc>

²⁷ <http://www.kidsdata.org/topic/231/marketrent-unit/table#fmt=2257&loc=342&tf=84&ch=479,480,481,482,483&sortColumnId=0&sortType=asc>

²⁸ <http://www.kidsdata.org/topic/778/housingcost10/table#fmt=1187&loc=2,342&tf=85&sortType=asc>

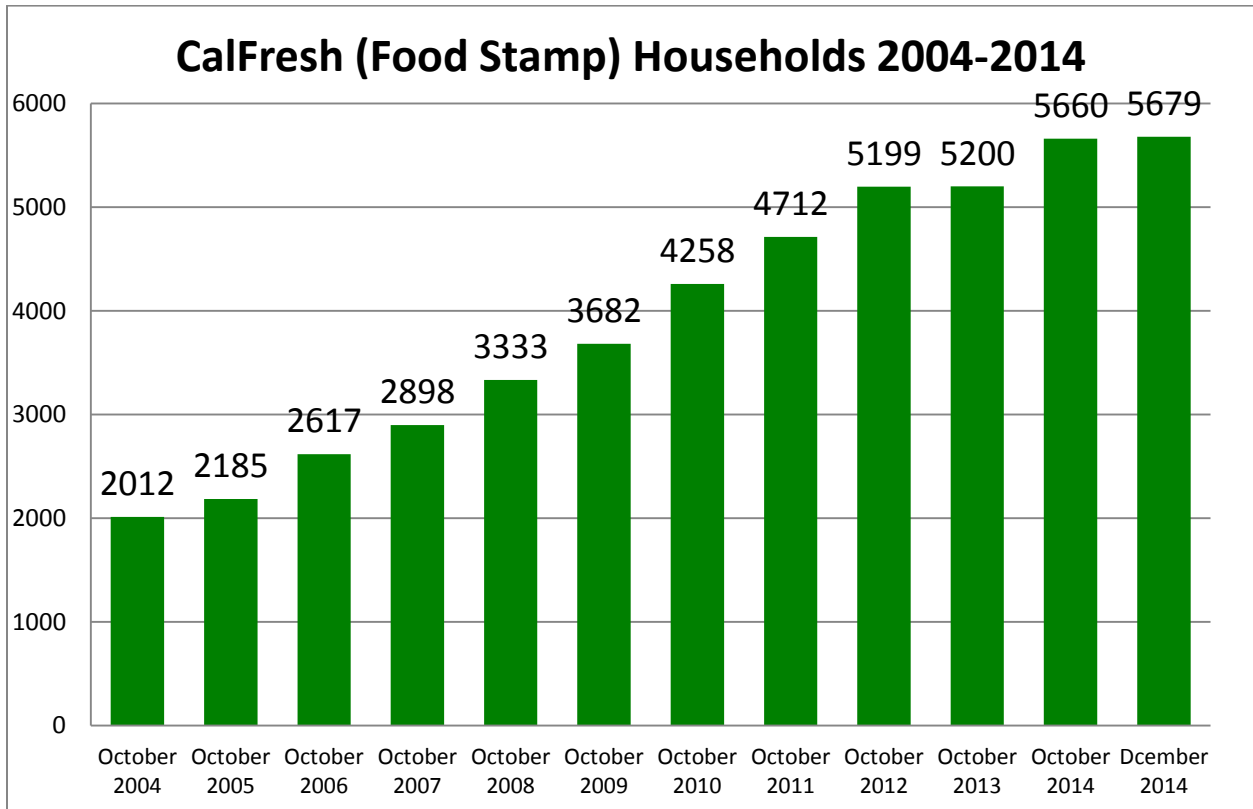
were identified as homeless. An additional 481 students grades 1-12 were identified as homeless, a rate of 2.2 percent for Sutter County versus 4.8 percent for California.²⁹

Household income is also a key factor in family stability. In Sutter County, the number of families on assistance programs has increased significantly in the past ten years. Poverty continues to be a destabilizing factor for many Sutter County families. The County received an average of 6,892 calls per month into the Welfare division's Customer Service Center in 2014 for assistance with access to Medi-Cal, CalFresh, and CalWORKs program services and benefits. The number of households accessing food stamp benefits (CalFresh) and Medi-Cal benefits has increased steadily over the last decade.

When an at-risk child is identified, Child Protective Services can often avoid formal intervention through referrals to service providers and programs within the community preventing the need to open a case. These referrals may include services for inpatient and outpatient substance abuse treatment, homeless assistance and shelters, domestic violence services, counseling, parenting classes, employment services, emergency food and clothing, childcare, and legal advice.

Specific data could not be obtained to conduct a detailed analysis for Child Maltreatment Indicators; however, there are no known geographical, ethnic, or racial disparities with regards to maltreatment. Although a disproportionate representation of minority ethnic groups occurs in some data, Sutter County has a very small population of some ethnic groups and therefore, each individual case has a significantly greater (proportionate) impact on the outcome of those measures when collecting data.

²⁹ <http://www.kidsdata.org/topic/40/homelessness/summary>

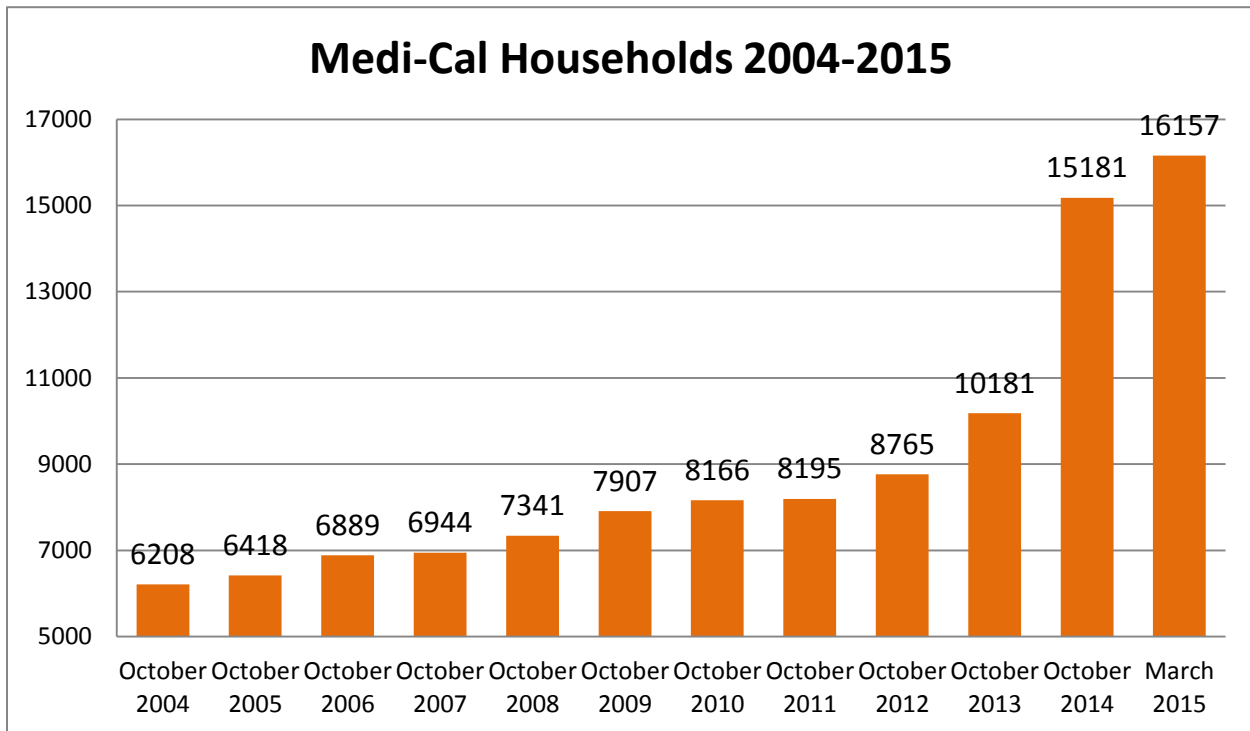


Who Benefits from CalFresh

The CalFresh Program is a federally funded program aimed at ending hunger and improving nutrition and health. Many working families qualify. Persons may be eligible for CalFresh if they work for low wages, are unemployed or work part-time, are elderly or disabled and live on a small income, or are homeless.

As of December, 2014 there were 5,679 open CalFresh households/cases (~13,000 Individuals) in Sutter County. From October, 2004 to October, 2014 the number of CalFresh households/cases in Sutter County increased by 181%. During the 2013/2014 Fiscal Year, Sutter

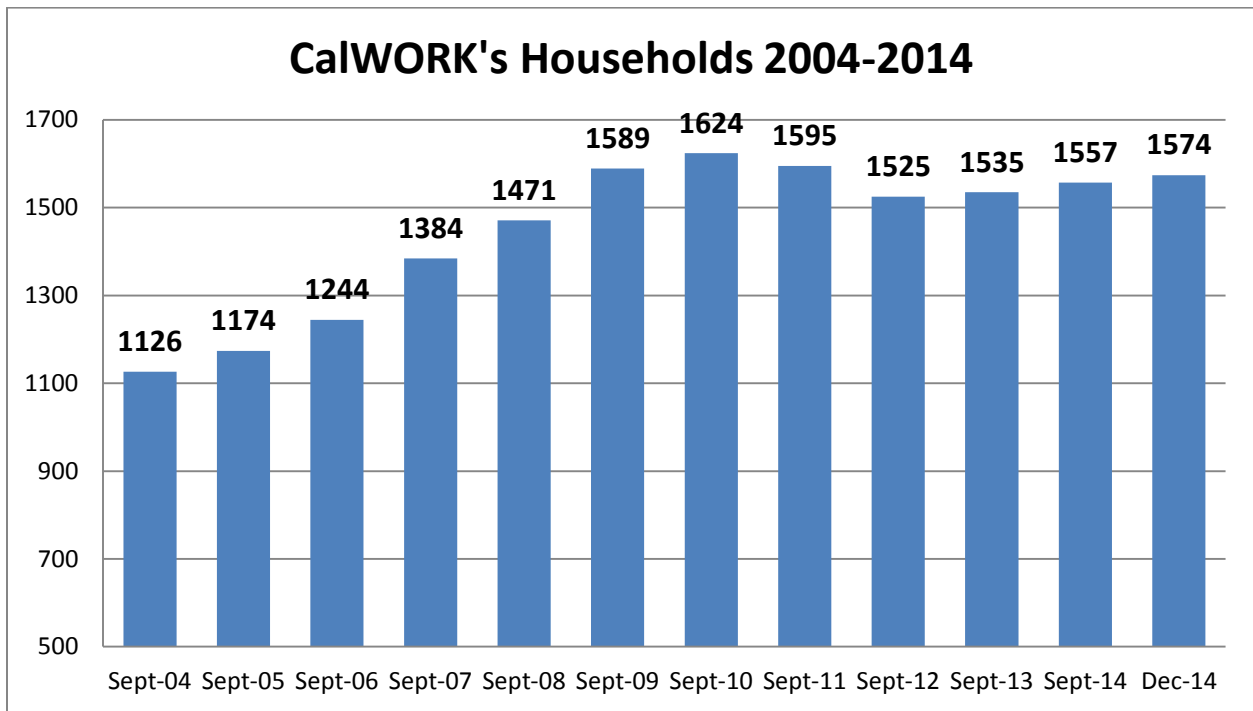
County recipients received over \$21.3 million in CalFresh Benefits.



Who Benefits from Medi-Cal?

Medi-Cal pays for medical services for children and adults based on their income and assets. Benefits are available for individuals including families with children, seniors, persons with disabilities, youth in foster care, pregnant women, and people with specific diseases that meet the eligibility criteria.

As of March, 2015 there were 16,157 families/cases (~32,000 Individuals) covered by Medi-Cal in Sutter County. From October, 2004 to October, 2014 the number of Sutter County families/cases certified eligible for Medi-Cal increased by 144%. From March, 2013 to March, 2015 the number of Sutter County families/cases certified eligible for Medi-Cal increased by 70%.



Who Benefits from the CalWORKs Program

CalWORKs is a welfare program that provides cash aid and services to eligible needy California families. If a family has little or no income or resources and needs housing, food, utilities, clothing or medical care, they may be eligible to receive immediate short-term help. Families that apply and qualify for ongoing assistance receive money each month to help pay for housing, food and other necessary expenses. The amount of a family's monthly assistance payment depends on a number of factors, including the number of people who are eligible and the special needs of any of those family members. The income of the family is considered in calculating the amount of cash aid the family receives.

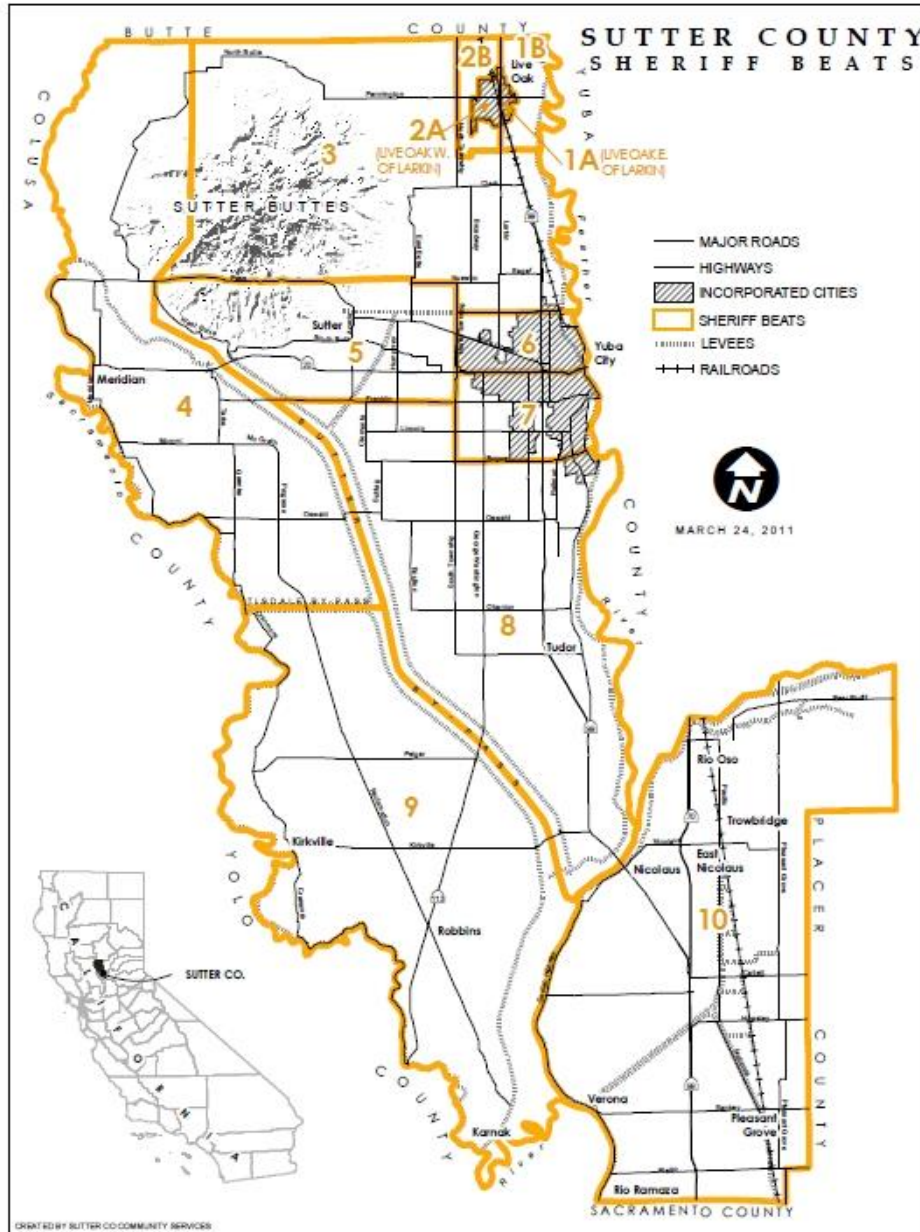
As of December, 2014 there were 1,574 open CalWORKs families/cases in Sutter County. From September, 2004 to September, 2014 the number of CalWORKs families/cases in Sutter County increased by 38%.

In addition to the struggle to maintain income for food and health benefits, finding affordable housing is a significant challenge and risk factor for many Sutter County families. It can be difficult to find housing in the community that is both affordable and safe. For low

income families, finding housing without visible substance abuse, domestic disputes and surrounding criminal activity is extremely challenging. In 2013 Sutter County had a rate of domestic violence calls at 6.2 percent per 1,000, where California had a rate of 5.9 per 1,000.³⁰ The total number of emergency response calls that were received in 2014, which include domestic violence, were 41,160 for Sutter County, with an additional 17,072 incidents that required officer response while on patrol. The highest concentration areas for emergency incidents were in the zone in the southern half of Yuba City identified in the map below as beat 7.³¹ There are pockets within the community that have high concentrations of poverty, domestic violence, and substance abuse, however, this is a small community and most of the referrals of incidences are concentrated in Yuba City and Live Oak.

³⁰ <http://www.kidsdata.org/topic/12/domesticviolence-rate/table#fmt=2299&loc=2,342&tf=73&sortType=asc>

³¹ <https://suttersheriff.org/div/support/callsforservicestats.aspx>



An additional factor for child safety in the home can be directly tied to substances abuse and mental health. Child mental health and substance abuse is also a risk factor for maltreatment. In 2014, Sutter-Yuba Mental Health Services (SYMHS) and its contractors provided mental health services to 748 unduplicated residents of Sutter County under the age of 18 who met medical necessity criteria as Seriously Emotionally Disturbed (SED). Youth who experience mild to moderate mental health issues that do not rise to the level of SED would be seen by primary care or other providers. SYMHS and its contractors provide clinic-based and

school-based services. Child Welfare and service providers that have served children suffering maltreatment know that while there are incidents of youth requiring inpatient/outpatient substance abuse treatment, there are no inpatient services in the Sutter county area.

In regards to the highest trends of substance abuse and mental health needs that the County is facing when working with at-risk and CPS involved parents, no data could be obtained.

Child disability can also be an indicator for risk of maltreatment. In Sutter County in 2012, there were 366 children with disabilities identified. This is defined as a child ages 0-21 who was enrolled in the California Children's Services (CCS) program. Only 2.5 percent (or 637 children) of the total child population in Sutter County was identified as having major disabilities. Sutter County had a 2014 special education enrollment rate of 11.4 percent of its student population with some level of identified needs, either developmental, emotional or educational.³²

Child fatalities and near fatalities are reported and tracked by county, state and federal child welfare to monitor child safety. In the years 2010-12, Sutter County had a rate of 26.8 deaths per 100,000 youth, ages 1-14. The California average for the same period was 30.9. This means that in 2012, Sutter county had 8 deaths of youth ages 1-19. Of that number, four were unintentional injuries, one suicide, two homicides and one due to birth defects. The Fatality/Near Fatality process and policies for Sutter County are outlined in the Critical Incident section of this report.³³

CHILD WELFARE AND PROBATION POPULATION

Child Welfare Services

The major urban area in and around Sutter County is the Yuba City Metropolitan Area, which is comprised of Yuba City and Marysville, California; Yuba City is in Sutter County, while Marysville is in Yuba County. The cities are separated by the Feather River and are connected

³² <http://www.kidsdata.org/topic/14/demographics-of-children-with-special-needs/summary>

³³ <http://www.kidsdata.org/topic/49/deaths/summary>

by two bridges that traverse the waterway. The county Child Protective Services agencies in both counties frequently deal with a segment of the population that is highly mobile. Transferring cases from one county to the other can be problematic, due to the challenge of service coordination between the two agencies with regard to county-specific programs. No quantitative data is currently available regarding clients with bi-county CPS involvement.

The following section outlines the demographics of the number of children who enter Child Welfare Services programs, their ages and ethnicity, which is critical in a county self-assessment. The information provided in this section is derived from the Center for Social Services Research University of California at Berkeley, CWS/CMS 2014 Quarter 4 Extract.³⁴

Number and Rate of Children with Referrals

For the Time Period January 1, 2014 to December 31, 2014, Sutter County CPS received referrals regarding 1,068 allegations of child abuse or neglect. This equates to a rate of 42.3 children per 1,000 children.³⁵ This is the most recent available data.

Number and Rate of Substantiated Referrals

For the Time Period January 1, 2014 to December 31, 2014, Sutter County CPS substantiated abuse or neglect allegations regarding 127 children. This equates to a rate of 5.0 children per 1,000 children.³⁵ This is the most recent available data.

Number of Allegations by Type

For the Time Period January 1, 2009 to December 31, 2009, Sutter County CPS substantiated abuse or neglect allegations regarding 194 children. This equates to a rate of 6.5 children per 1,000 children.²¹ The 2014 data shows a decrease of substantiated allegations by 1.5% per 1,000 children.

For the Time Period January 1, 2014 to December 31, 2014, Sutter County CPS substantiated abuse or neglect allegations regarding 127 children. The following table shows the breakdown of allegations by type.³⁶ This is the most recent available data.

³⁴ http://cssr.berkeley.edu/ucb_childwelfare/Ccfsr.aspx

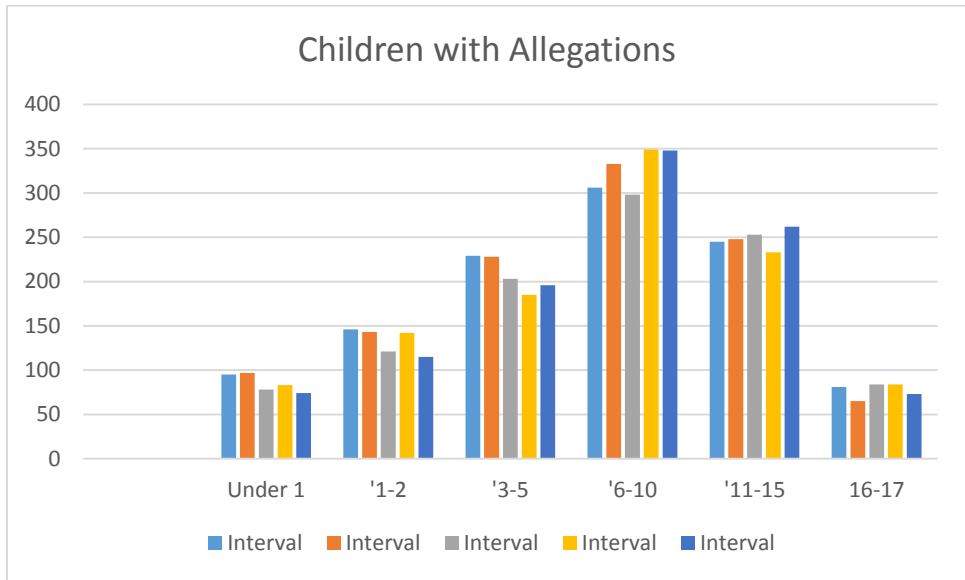
³⁵ http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

DISPOSITION TYPE

ALLEGATION TYPE	DISPOSITION TYPE					TOTAL
	Substantiated	Inconclusive	Unfounded	Assessment Only/ Evaluated Out	Not Yet Determined	
	n	n	n	n	n	n
SEXUAL ABUSE	3	2	11	87	.	103
PHYSICAL ABUSE	12	42	50	112	3	219
SEVERE NEGLECT	1	.	.	1	.	2
GENERAL NEGLECT	91	62	145	229	1	528
EXPLOITATION	.	.	1	.	.	1
EMOTIONAL ABUSE	6	33	39	100	.	178
CARETAKER ABSENCE/INCAPACITY	9	2	4	9	.	24
AT RISK, SIBLING ABUSED	5	3	2	3	.	13
SUBSTANTIAL RISK
MISSING
TOTAL	127	144	252	541	4	1,068

Children with Allegations stratified by Age

³⁶ http://cssr.berkeley.edu/ucb_childwelfare/Allegations.aspx



Data Source: CWS/CMS 2015 Quarter 1 Extract.

Population Data Source:

2000-2009 - CA Dept. of Finance: 2000-2010 - Estimates of Race/Hispanics Population with Age & Gender Detail. 2010-2014 - CA Dept. of Finance: 2010-2060 - Pop. Projections by Race/Ethnicity, Detailed Age, & Gender. Program version: 2.00 Database version: 68248F20

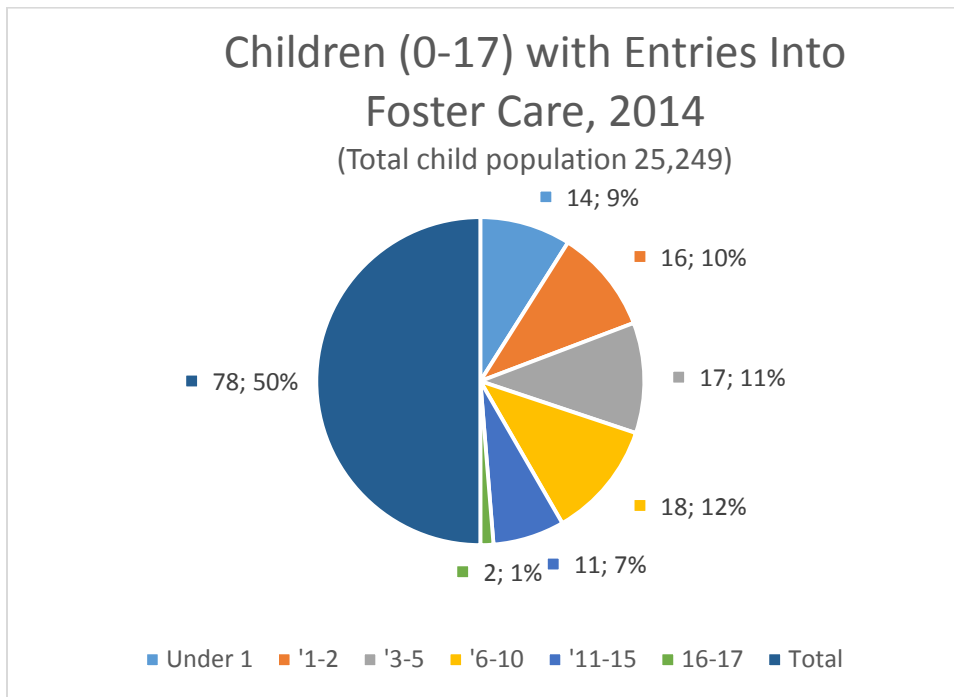
Children with Allegations stratified by Ethnicity

Ethnicity	Disposition					Total
	Substantiated	Inconclusive	Unfounded	Assessment Only/Evaluated Out	Not Yet Determined	
	n	n	n	n	n	n
Black	11	4	7	14	.	36
White	59	46	72	154	1	332
Latino	43	25	54	84	.	206
Asian/PI	6	10	6	11	.	33
Nat Amer	.	7	1	9	.	17
Missing	10	58	123	272	2	465
Total	129	150	263	544	3	1,089

Data Source: CWS/CMS 2015 Quarter 1 Extract.

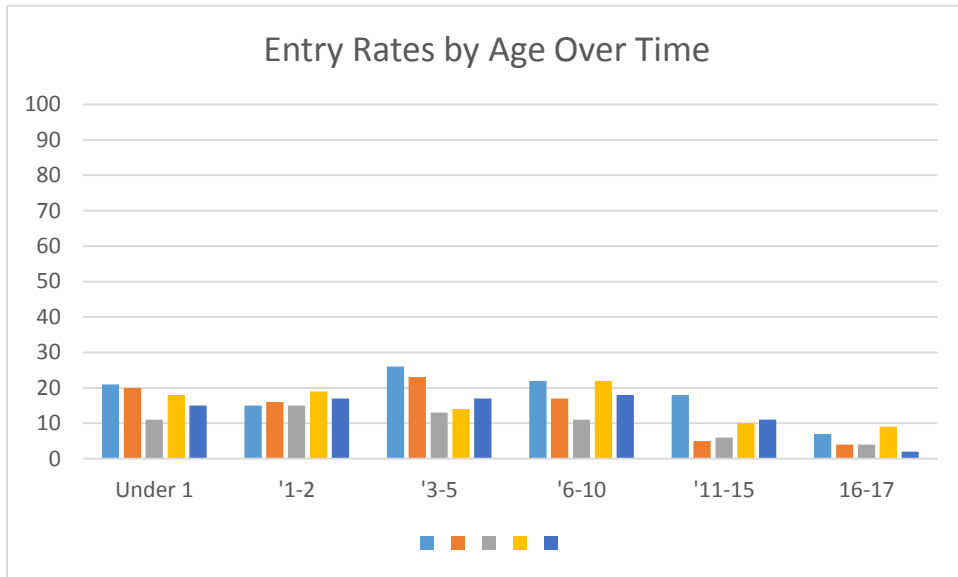
Program version: 2013.12.05 Database version: 6825EF34

Children (0-17) with entries to Foster Care and Incident Rates



AGE GROUP	TOTAL CHILD POPULATION	CHILDREN WITH ENTRIES	INCIDENCE PER 1,000 CHILDREN
UNDER 1	1,326	14	10.6
'1-2	2,614	16	6.1
'3-5	4,074	17	4.2
'6-10	7,269	18	2.5
'11-15	7,162	11	1.5
16-17	2,804	2	0.7
TOTAL	25,249	78	3.1

Of these 78 children with entries to Foster Care, 35 of children are White, 32 Hispanic, 8 Black and 3 Asian/Pacific Islander. Forty five (45) children were female and thirty three (33) children were male.



Data Source: CWS/CMS 2015 Quarter 1 Extract.

Population Data Source:

2000-2009 - CA Dept. of Finance: 2000-2010 - Estimates of Race/Hispanics Population with Age & Gender Detail.

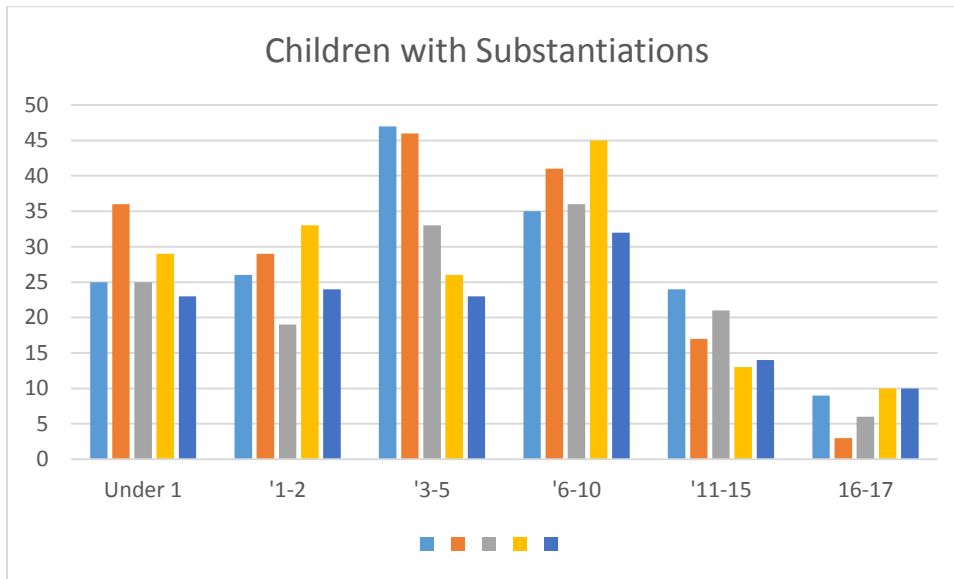
2010-2014 - CA Dept. of Finance: 2010-2060 - Pop. Projections by Race/Ethnicity, Detailed Age, & Gender.

Children and First Entries

During the same period, 64 of the 78 children experienced a first entry into the Child Welfare System.

AGE GROUP	TOTAL CHILD POPULATION	CHILDREN WITH ENTRIES	INCIDENCE PER 1,000 CHILDREN
UNDER 1	1,326	14	10.6
'1-2	2,614	15	5.7
'3-5	4,074	14	3.4
'6-10	7,269	12	1.7
'11-15	7,162	8	1.1
16-17	2,804	1	0.4
TOTAL	25,249	64	2.5

Children with Substantiations by Age and Year



Data Source: CWS/CMS 2015 Quarter 1 Extract.

Population Data Source:

2000-2009 - CA Dept. of Finance: 2000-2010 - Estimates of Race/Hispanics Population with Age & Gender Detail.

2010-2014 - CA Dept. of Finance: 2010-2060 - Pop. Projections by Race/Ethnicity, Detailed Age, & Gender.

Probation

The Sutter County Probation Department and collaborating agencies noted above are utilizing established programs and have designed the tools to address the needs of at-risk youth and typically recognize that such individuals (and their families) have multiple problems and needs, requiring services from more than one source. As collaborative agencies, there is a representation of diverse providers, particularly system actors who represent institutions that can have a major impact on client needs (e.g., schools, human services providers, law enforcement, family courts, and employers). Since 1996, efforts to create local collaborations have evolved into a local community partnership focusing on the need.

For the Time Period January 1, 2014 to December 31, 2014, Sutter County Juvenile Probation had a total of 2 youth in placement, one male and one female. Of those two

children, there was one white and one Latino child in care, ages 11-15 years old.³⁷ This is the most recent available data. Neither child had ICWA eligibility.

Of the open Probation cases in 2014, the following table shows the number of open cases by service component for each quarter, with a single data point in time data extract. This gives an overview of what the caseload for placement looked like for the year.³⁸

<i>Service Component Type</i>	<i>Point In Time</i>			
	1-Jan-14	1-Apr-14	1-Jul-14	1-Oct-14
	n	n	n	n
<i>Emergency Response</i>
<i>No Placement FM</i>
<i>Post-Placement FM</i>
<i>Family Reunification</i>	4	4	4	3
<i>Permanent Placement</i>	1	1	1	.
<i>Supportive Transition</i>	1	1	1	.
<i>Missing</i>
Total	6	6	6	3

All additional data for Probation will be examined in the outcomes section of this report.

Public Agency Characteristics

POLITICAL JURISDICTIONS

County Governance Structure

Sutter County is governed by the Sutter County Board of Supervisors and the Sutter County Administrator. Please refer to the Sutter County Organizational Chart in Appendix B.

The Sutter County Department of Human Services – Welfare & Social Services Division has an active, positive partnership with the following political jurisdictions:

Tribes

- Sutter County has no federally recognized tribes within the County.

³⁷ http://cssr.berkeley.edu/ucb_childwelfare/Entries.aspx

³⁸ http://cssr.berkeley.edu/ucb_childwelfare/CaseServiceComponents.aspx

School Districts/ Local Education Agencies:

- Brittan Elementary School District
- Browns Elementary School District
- East Nicolaus Union High School District
- Franklin Elementary School District
- Live Oak Unified School District
- Marcum-Illinois Union Elementary School District
- Meridian Elementary School District
- Nuestro Elementary School District
- Pleasant Grove Joint Union School District
- Sutter County Office of Education
- Sutter County Student Attendance Review Board (SARB)
- Sutter Union High School District
- Winship-Robbins School District
- Yuba City Unified School District

Law Enforcement Agencies:

- Sutter County District Attorney
- Sutter County Probation Department
- Sutter County Sheriff Department
- Yuba City Police Department
- California Highway Patrol

Cities:

- City of Yuba City
- Live Oak
- Meridian
- Nicolaus
- Pleasant Grove
- Rio Oso
- Robbins
- Trowbridge

Public Health: Sutter County has an onsite Public Health Nurse (PHN), who implements the Health Care Program for Children in Foster Care under the administration of the CHDP program.

Analysis of Impact of County Structure on Outcomes for Children

Sutter County benefits from being a smaller community, which allows the county to work collaboratively with community partners to ensure positive outcomes for children and families served by the agencies.

COUNTY CHILD WELFARE AND PROBATION INFRASTRUCTURE

The department most responsible for providing child welfare services in Sutter County is the Human Service Department. This “umbrella agency”, led by its Director, is comprised of three Divisions; Welfare and Social Services, Mental Health, and Health. Each Division is led by a Director, who is a Human Service Department Assistant Director (see Appendix C and D for Child Welfare and Probation organizational charts):

- Health Department
- Mental Health
 - (This is a Bi-County organization with Yuba County, Sutter Yuba Mental Health)
- Welfare and Social Services
 - Child Protective Services is a Branch within the Social Services Division

Child Protective Services

- Investigates reports of child abuse and neglect.
- Determine if a child is at risk of or is being abused or neglected.
- Offer family services and support to address issues which brought them to the Department’s attention.
- Work with partners to ensure the children’s safety with their parents.

Other Branches within Welfare and Social Services Division

The Welfare and Social Services Division is comprised of multiple programs that serve, directly or indirectly, the children and families of Sutter County. The primary programs are:

- Income Maintenance
 - Foster Care payments
 - Medi-Cal
 - CalFresh (Food Stamps)
- CalWORKs Employment Services
- Fiscal/Administration
- System Support
- Social Services

Income Maintenance:

- Determine eligibility for cash aid/foster care payments, Medi-Cal and Food Stamps.

CalWORKs Employment Services:

- Assist families to obtain skills and employment in order to become self-sufficient.

Fiscal:

- Process claims for services.

System Support:

- Provide technical assistance for the CWS/CMS and county networks.
- Produce AdHoc reports through Business Objects.
- Provide System Security and sets Profiles for SafeMeasures®.

It is important that the relationships between the above agencies are maintained to ensure that services for the families are not overlapped. Each Agency/ Branch has an understanding of what their role and responsibilities are with the families. To further ensure that services are not being duplicated, twice monthly, representatives from Income maintenance, CalWORKs Employment Services, Administration and Social Services review Sutter County cases where families are both involved with Social Services and CalWORKs.

Social Services is comprised of:

- Adult Protective Services
- In-Home Supportive Services
- Foster Family Home Licensing
- Child Protective Services
 - Emergency Response Unit
 - Ongoing Services

Emergency Response Unit conducts investigations, initiates court actions, formulates case plans and promotes referrals to open active cases.

The Ongoing Services Unit provides basic Family Maintenance, Family Reunification and Permanency Placement Services. Independent Living Program services are offered to foster care youth.

CWS Average Caseload Size per worker by Service Program³⁹

For the period of January 2014 – December 2014:

Unit	Average Worker Caseload Size
Emergency Response	9.2
Ongoing (includes: Family Maintenance, Family Reunification and Permanency Planning)	14

Child Welfare Turnover Ratio

The Child Welfare branch has experienced significant staff turnover in the past two years. Since August 2013, over half of the 31 positions have been vacated and refilled: while only 8 were voluntary resignations (25.8%), 1 was release while on probation (3.2%), 1 retired (3.2%) and 5 were promotions (16.1%). Given the learning that must occur in any new position, be it newly hired or promoted, this is a significant percentage of the staff in the Child Welfare branch that are new to their positions.

Equally important to note is the years of experience that exists in the Child Welfare branch, despite staff turnover. At the time of the Peer Review in June 2015, data revealed that while 5 social workers (16.1%) had one year or less child welfare experience, the remainder of the staff had significant child welfare experience either in Sutter County or elsewhere, with 10 of the most veteran staff (32.2%) having anywhere from 15 to 20 years of child welfare experience.

Child Welfare Staff Recruitment

Sutter County uses Merit Systems to recruit and select Social Workers, Supervisors and Program Manager level staff.

Currently, Sutter County child welfare staff possess various types of degrees including four Master of Social Worker (Title IVE) degrees, four Master of Social Worker degrees, four Master of Science degrees, one Bachelor of Social Worker degree, nine Bachelor of Art degrees and one Associates degree. Sutter County currently employees 19 Social Workers, 3 Supervisors and 1 Program Manager.

Social Workers are assigned to Emergency Response and the remaining Social Workers are assigned mixed caseloads of Family Maintenance, Family Reunification and Permanency Planning.

Sutter County Probation Department

- Supervise children who have committed illegal acts and have entered into the criminal justice system, as well as provide prevention and intervention services for not only probation youth, but youth community-wide.
- The Probation Department is led by the Chief Probation Officer. There are two divisions within probation, the Adult Division and the Juvenile Division. Each division is led by a Deputy Chief Probation Officer (DCPO). The Juvenile Division is comprised of the DCPO, a Juvenile Field Supervising Probation Officer (SPO), 8 Field Supervision probation officers (which includes the Placement Probation Officer), 3 Court Intake probation officers, 1 Programs probation officer, an intervention counselor, and an office assistant.

Probation Average Caseload Size per Officer in the Placement Unit

In 2006, average PO caseload for placement cases was 6, but in 2014 it was at 2.

Turnover Ratio

Probation turnover is extremely low. The current Deputy Probation Officer has been assigned to placement for the past 3.5 years. The previous DPO in the placement assignment was in said position for 18 years prior to retiring. The placement officer is one of 8 deputy probation officers supervised by the Supervising Probation Officer. Because placement is such a specialized assignment, lateral assignment changes happen infrequently. Probation staff turnover is overall low; therefore there is little opportunity for promotion. Due to the low number of placement cases, data entry into the CWS/CMS system happens timely and regularly. As described above, the supervisor to worker ratio for probation is as follows: DCPO to 14 staff; SPO to 8 staff. It is a core duty of the Placement Probation Officer to enter data into the CWS/CMS system. Although the Supervising Probation Officer and the Deputy Chief Probation Officer maintain access to the system for oversight.

Probation has had such low turnover in the assignment of Placement Probation Officer, that there have only been two individuals in this assignment over the past 15+ years. Many characteristics and abilities are considered when filling this assignment, including: organizational skills, attention to detail, respect of timelines, professional demeanor, understanding of a minor's rights, and understanding and practice of evidence-based practices.

For Probation, all probation officers, as a minimum qualification, must have a Bachelor's degree in either criminal justice or social science. The current Placement Probation Officer has also obtained Marriage and Family Therapist Intern status. Generally, a Probation Officer is not considered for the Placement Probation assignment, unless they have achieved the classification of Deputy Probation Officer III. This is the highest classification of DPO. All probation officers also obtain, at a minimum, 40 hours of ongoing training yearly, which in part, is geared toward specialization in their current assignment.

Sutter/Yuba County Employee Association Local #1 is the Sutter County bargaining unit. Social Workers and Probation Officers are members of the Professional Unit. At this time the bargaining units are working with the county to find a mutually agreeable solution to the fiscal challenges facing Sutter County and all California counties during this time of widespread economic downturn.

Staff experience as a probation officer, interest, skill, organization, attention to detail, and efficiency are all taken into great consideration in regards to the placement assignment. All probation officers, regardless of assignment, are hired with a bachelor's degree in either criminal justice or a social science focus. The current Deputy Probation Officer assigned to Placement has also obtained a Masters in Counselor Education with an MFCC specialization and is currently a Marriage Family Therapist Intern.

FINANCIAL/MATERIAL RESOURCES

As a small county we enjoy a high degree of cooperation with other agencies, such as Sutter County Children's System of Care (CSOC), Family Intervention Team (FIT), Families Assistance Service Team (FAST), SuperFAST (which includes Department Leadership), Mental Health, Probation, Prop 10 and the Child Abuse/Domestic Violence Prevention Council. Sutter

County has limited flexible funding from savings achieved through the Wraparound Program. In addition to the CWS basic allocation, other funding sources are: Specialized Care Incentives Assistance Program (SCIAP), Independent Living Skills Program (ILSP) funding, Child Abuse Prevention, Intervention and Treatment (CAPIT), and Preserving Safe and Stable Families (PSSF), and Community Based Child Abuse Prevention (CBCAP) dollars through the state Office of Child Abuse Prevention (OCAP).

The above mentioned programs and funding sources assist in meeting or enhancing the educational, psychological, emotional, and physical and/or socialization needs of parents and children at risk of abuse or involved in the child welfare system.

CHILD WELFARE/PROBATION OPERATED SERVICES

Juvenile Hall

The Probation department utilizes the Tri-County Juvenile Rehabilitation Facility, which is a shared facility with Yuba and Colusa Counties. The Tri-County Juvenile Rehabilitation Facility is a 60 bed, 24-hour detention facility with medical and mental health staff for the physical and emotional health of the detained youth. Sutter County Probation Officers also provide Case Planning services and The Change Companies Forward Thinking journaling curriculum to detained Sutter County youth, to include Re-Entry planning. Sutter County detained youth are assessed for risk to reoffend within 72 hours of detainment and if continuing through the Court process and/or will be supervised by the Probation Department, a full risk/needs assessment is completed.

The Tri-County Juvenile Rehabilitation Facility is staffed and operated by the Yuba County Probation Department. A Joint Powers Agreement between Yuba County, Sutter County, and Colusa County was adopted in July 2014 to create the regional facility. Originally, the facility consisted of 45-beds; in 2001, a stand-alone 15-bed Secure Housing Unit (SHU), was built to respond to minors requiring a higher degree of security. The facility currently serves the three counties with a 60-bed capacity. At this time, due to facility limitations, most services are provided to youth on an individual basis by assigned probation officer. That said, there is a Mental Health Therapist on site at the facility to address any mental health needs that arise,

including assessment. Between Colusa and Yuba Counties, the JPA was awarded grant funding through the Board of State and Community Corrections to construct a new regional facility in a pod-style that would facilitate increased programming and more home-like atmosphere for detained youth. It is hoped the new facility would be open in August of 2018.

County-Operated Shelters

Sutter County does not operate a County Shelter. Social Workers contact Foster Family Agencies (FFA) and/or licensed county Foster Family Homes to determine if they have a home available to meet the needs of the children. There is not a formal contract between the Sutter County Human Services – Welfare & Social Services Division and any FFA or county Foster Family Home to provide this service.

County Licensing

The Office of Child Abuse Prevention funds in Sutter County are predominantly granted out to community based organizations. Recommendations for how funds are granted are informed by the Child Abuse/Domestic Violence Prevention Council, with consideration to priority community needs.

The Sutter County Department of Human Services - Welfare & Social Services Division has a Memorandum of Understanding (MOU) with the State Department of Social Services to license Foster Family Homes. The agency agrees to comply with all California State laws, rules, regulations, standards and policies pertaining to the licensing of Foster Family Homes pursuant to Title 22, Division 6 of the California Code of Regulations.

- The agency conducts periodic Foster Family Home orientation meetings to allow interested persons to learn about becoming licensed as a county Foster Family Home.
- The agency processes applications for licensure including on-site visits. Periodic evaluation home visits are made annually.
- Complaint investigations are completed as specified in the Evaluator Manual. A complaint log is maintained on any complaint investigation.
- In any matter regarding the issue, denial or revocation of a license, the county carries out the written determination made by the state.

County Adoptions

Sutter County Department of Human Services is not licensed to provide adoption services. Services are provided through the Department of Social Services, Adoptions Bureau Chico Regional Office. The Agency does provide licensing services for possible adoptive parents going through State Adoptions for placement. Those homes are noted as being “adoptive only” meaning that they do not wish to have placement social workers contact them in regard to short term foster care.

Private Contractors

Sutter County contracts services for Independent Living Program services (ILP), for a joint ILP program with neighboring Yuba County. The ILP program is contracted with the local community college. Sutter County also contracts with a local Foster Family Agency to provide a Transitional Housing Program (THP-Plus) for youth who have reached the age of majority, exited foster care and do not wish to remain as dependents who need housing assistance and case management support while working on employment or education goals.

OTHER COUNTY PROGRAMS

Sutter County CPS interacts with the following County Agencies to provide child welfare and probation services:

- Sutter-Yuba Mental Health
- Sutter County Public Health
- Sutter County Probation Department
- Sutter County Juvenile Court
- Other Branches within Welfare & Social Services Division
 - Income Maintenance
 - Employment Services
 - Fiscal/Administration
 - System Support

The above named Agencies/Branches have a close working relationship. They meet to coordinate services and support for the families they serve in common. Often when families have been brought to the attention of CPS, referrals are made to these other agencies in order to ensure that any mental health needs or criminal involvement issues are being addressed. These referrals are implemented into the CPS recommended services and case plans.

Sutter-Yuba Mental Health (SYMh)

Sutter-Yuba Mental Health is a bi-county agency, serving both Sutter County and neighboring Yuba County. It is primarily comprised of an inpatient psychiatric facility (adults only), a crisis clinic (adults and children), and outpatient services for Adults, and Children. Children's Services include outpatient Youth Services, Sutter County's Children's System of Care (CSOC), a Transitional Aged Youth (TAY) full service partnership program, case management, medication monitoring and individual and group therapy.

Public Health

The **Sutter County Public Health Department** consists of Public Health Nurses, the Women, Infants and Children (WIC) Supplemental Food Program, program administration, Outpatient Clinical Services, Health Education, Laboratory and Jail Health Services.

The Public Health Nurse is co-located in child welfare and works to gather and maintain medical records for foster youth and assist the social workers in maintaining the Health and Education Passport for each youth.

Other governmental agencies that contribute to the protection of children are the Sutter County District Attorney's Office, Sutter County Sheriff's Department, Sutter County Probation Department, and Yuba City Police Department. Juvenile Hall is, like Mental Health, bi-county administered with Yuba County. These and the above mentioned agencies work closely with the Sutter County Juvenile Court.

The relationships between the various agencies have benefited greatly through the use of the multi-disciplinary approach. Several teams have been organized and assembled and include representatives from virtually all of the above mentioned agencies, as well as the Sutter County Schools and the Yuba City Unified School District. These teams include the; Family Assistance Service Team (FAST), Family Intervention Team (FIT), Sutter County Children's System of Care (CSOC), and the Multi-Disciplinary Interview Team (MDIT) which also includes a representative from the District Attorney's office.

State and Federally Mandated Child Welfare/Probation Initiatives

Katie A. v Bonta

Katie A v. Bonta refers to a class action lawsuit filed in Federal District Court in 2002 concerning the availability of intensive mental health services to children in California who are either in foster care or at imminent risk of coming into care. A settlement agreement was reached in the case in December 2011. Child welfare and mental health leaders from state and local levels are working together to establish a sustainable framework for the provision of an array of services that occur in community settings and in a coordinated manner. As part of this agreement, the California Department of Social Services (CDSS) and the California Department of Health Care Services (DHCS) agreed to take specific actions that will strengthen California's child welfare and mental health systems with objectives that include:

- Facilitating the provision with an array of services delivered in a coordinated, comprehensive, community-based fashion that combines service access, planning, delivery, and transition into a coherent and all-inclusive approach, which is referred to as the Core Practice Model (CPM).
- Addressing the need of some class members with more intensive needs (referred to as "subclass members") to receive medically necessary mental health services in their own home or family setting in order to facilitate reunification and meet their needs for safety, permanence, and well-being. These more intensive services are referred to as Intensive Care Coordination (ICC), Intensive Home Based Services (IHBS), and Therapeutic Foster Care (TFC).
- Clarifying and providing guidance on state and federal laws as needed to implement the settlement agreement so that counties and providers can understand and consistently apply them.

Within Sutter County we have been working closely with our mental health partners and identifying the needs of our youth both in foster care and in the home. Sutter County already has a Wraparound program which serves our dependent children and wards. Further, we have

an extensive System of Care for children that provide services to both children and families in placement and in the home.

Sutter County has also looked at mental health screening tools for our children and has also worked closely with our partners at mental health to assess the efficacy of these tools. We have strategized with a workgroup to implement the screening tool process and procedure at various points of the case and document findings and outcomes in our Child Welfare Services/Case Management System (CWS/CMS). We have implemented the Mental Health Screening Tool (MHST) which is utilized by our social workers. This information is reported to the court and the outcome of the screening tool provides important data to refer for mental health assessments to our mental health clinician.

Congregate Care Reform

With the emphasis that children and families are best served when children are placed in committed, permanent, and nurturing families, CDSS began working with stakeholders to review congregate care in September 2012. The outcome of this review brought about the need to review children in group home care for a cumulative period/period of more than one year along with those children who are in group home care under the age of 12. Sutter County already had a number of Multi-Disciplinary Team (MDT) groups in place to review these children, and have strategized with our MDT groups such as Family Assistance Service Team (FAST) and SuperFAST to thoroughly review our group home placements and review the plan of transition into lower levels of care which resemble more family like settings. Sutter County is committed to continued efforts in this area to step down children from group home settings.

AB 12/Non-minor Dependents

AB12 - Services to Non Minor Dependents (NMDs). There are several social workers who have advanced knowledge and training in this area and are readily available to assist others with placement types and court related issues. We have had an increase in young adults eligible for this program and re-entering as NMDs.

Credit Reports

Probation and Child Welfare continue to implement California Senate Bill No. 1521 (Chapter 847, Statutes of 2012), which amends W&IC section 10618.6 to comply with federal law. It requires the County Welfare Department and County Probation Department, or the California Department of Social Services (CDSS) (if an electronic batch request process is available), to request a credit report from each of the three CRAs annually on behalf of each youth in foster care, aged 16 and 17, while under court jurisdiction. It also requires the county agency to assist Non-Minor Dependents (NMD) in requesting the three credit reports and to ensure the minor youth and NMDs receive assistance in interpreting and resolving any inaccuracies in their credit reports. Probation has created accounts with all three credit reporting agencies to implement SB1521. Further, Probation continues to implement AB12 and encourage placement youth to embrace the opportunities AB12 provides.

Board of Supervisors (BOS) Designated Commission, Board of Bodies

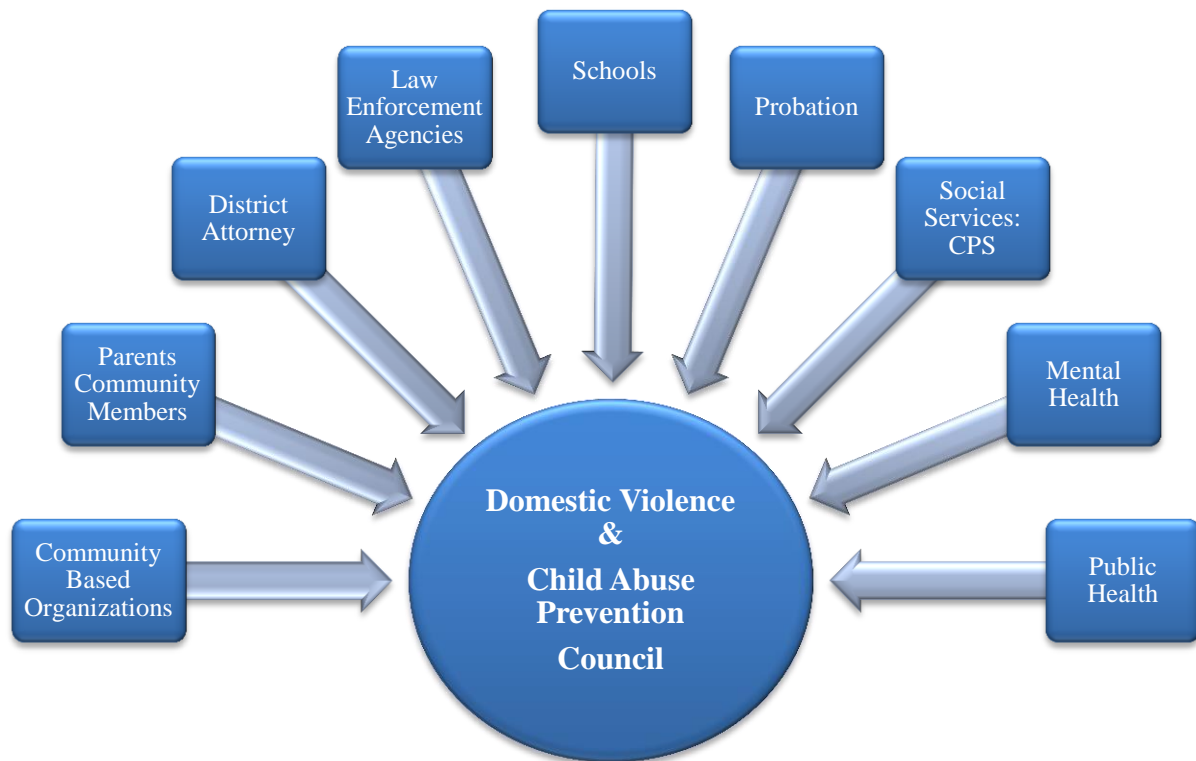
THE BOS-DESIGNATED PUBLIC AGENCY

The Sutter County Board of Supervisor designated the Department of Human Services, Welfare and Social Services Division to administer Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP) and Preserving Safe and Stable Families (PSSF) funds allocated to Sutter County through the Office of Child Abuse Prevention (OCAP). Welfare and Social Services is responsible for monitoring CAPIT/CBCAP/PSSF subcontracts, data collection, program outcome evaluations, program and fiscal compliance, and completes and submits the annual reports for all programs funded by CAPIT/CBCAP/PSSF.

CHILD ABUSE PREVENTION COUNCIL (CAPC)

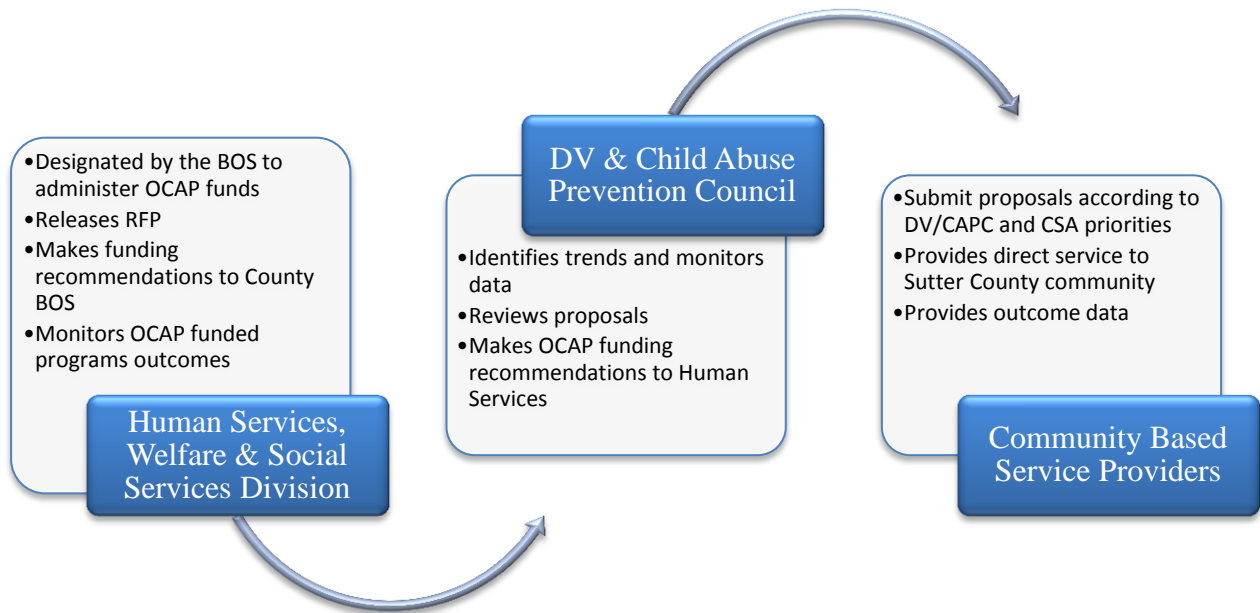
Sutter County's Child Abuse Prevention Council was created 2003 by action of the Board of Supervisors of Sutter County as a joint council along with the Domestic Violence Prevention Council. The Child Abuse/Domestic Violence Prevention Council is an independent organization

that resides within the county government with a multidisciplinary membership, including members of the community, parents, law enforcement agencies, probation, health, mental health, schools, the courts, children’s protective services, welfare, and a number of community based organizations including the Yuba Sutter Bar Association, Casa de Esperanza, and the Fremont-Rideout Health Group.



The Child Abuse/Domestic Violence Prevention Council coordinates the county’s prevention and early intervention efforts by monitoring and reporting to the Board of Supervisors data on child abuse and domestic violence involving children, and by coordinating with the Welfare and Social Services Division to make recommendations for funding of CAPIT/CBCAP/PSSF and County Children’s Trust Fund (CCTF) services. Each year the council reviews proposals, evaluates outcomes, and ensures services recommended to the Board of Supervisors for funding align with the goals and objectives of the Child Abuse/Domestic

Violence Prevention Council and meet the community needs as informed by the County Self-Assessment.



COUNTY CHILDREN’S TRUST FUND COMMISSION, BOARD OR COUNCIL

The Child Abuse/Domestic Violence Prevention Council is also designated to carry out the function of overseeing the County Children’s Trust Fund (CCTF). The council collects information about the programs, services and activities funded with County Children’s Trust Fund dollars through the same process through which CAPIT/CBCAP/PSSF funded services are reviewed. Information collected on CCTF programs and services is published annually; both in the Child Abuse/Domestic Violence Prevention Council meeting minutes and on www.suttercounty.org. Board of Supervisors minutes. Sutter County deposits all of the CBCAP allocation into the CCTF then 100% of CBCAP funds are granted out to community based non-profit organizations for child abuse prevention services.

PSSF COLLABORATIVE

The Child Abuse/Domestic Violence Prevention Council also serves as the PSSF collaborative for Sutter County.

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

Sutter County uses several applications and processes to assist with quality and timeliness of various activities. They include:

Child Welfare Services/Caseload Management System (CWS/CMS)

For child welfare, the information is provided to, and for, workers, as well as management. As a dedicated county, child welfare is limited in the additional software that can be added to CWS/CMS computer workstations. This is problematic at times, but there are other county computers that are not connected to CWS/CMS that can be utilized for certain functions that are not allowed on CWS/CMS workstations. The operating system for the CWS/CMS workstations are Windows 7. For Probation, there is access to CWS/CMS through the use of the “token” to allow probation officers to enter required data into the system. In addition, Probation has additional case management and assessment tools it uses to track its clients and for writing court reports.

As with all data applications, the data quality can be affected by data entry errors. If data is missing from a field that is not mandatory, or not consistently entered the same way by all social workers, the reports produced may be inaccurate. Care is taken to ensure that data is entered timely and accurately to avoid data entry errors so that information contained within CWS/CMS can be accessed for reliable data reporting.

Sutter County is constantly working to determine which fields in the CWS/CMS application are used by the UC Berkeley and SafeMeasures® systems to collect data on AB636 Measures and data collected for the National Youth in Transition Database (NYTD). Sutter County has previously discovered data errors in the SafeMeasures® and Berkeley reports that appear to be related to data entry problems. Enhancing our knowledge of which specific data fields are utilized to generate statistics will improve data entry and subsequently the reporting that relies on these data fields. As issues of quality arise, Sutter County works to find ways of

improving how we enter data into fields, and producing reports that alert us to potential problem areas.

The CWS/CMS program is fully utilized by all CPS Social Workers in performing their daily tasks. Probation must also duplicate information in the probation department case management system, Jalan. Unfortunately, this requires the Placement Probation Officer to utilize precious time documenting all information into both the CWS/CMS system and Jalan. Information is recorded in the Jalan system in a narrative format in chronological order and it is difficult in and of itself to copy and paste information into Jalan, let alone in an entirely different format, as is CWS/CMS.

Business Objects is a Database Programming Application that allows reports to be run from data compiled from CWS/CMS. Any field in CWS/CMS that has data entered into it can be used as part of a report. This allows a more specific and individualized report. Currently, Child Welfare has access to this report application to run reports for its office, but Probation does not have this access.

Sutter County uses Structured Decision Making (SDM) with both Emergency Response and Ongoing cases. Structured Decision Making is a web-based utility that guides case decisions based on research-based tools. SDM protocols are utilized at key points throughout the life of the case, and contain the following elements:

- Hotline Tool (determine response priority)
- Safety Assessment (guides initial investigation)
- Risk Assessment (guides decision on case promotion)
- Family Strengths and Needs Assessment (prioritizes case plan goals)
- In-Home Reassessment (review case plan progress)
- Out-Of-Home Reassessment (review case plan progress for cases in which children are in foster care)
- Safety Reassessment (guides decisions during cases when factors change, such as household composition)
- Risk Reassessment (guides case closure decisions)

Sutter County utilizes SafeMeasures® to ensure compliance with Child and Family Safety Review (CFSR)/AB 636 mandates and to monitor performance on a wide range of data indicators for both child welfare and probation. SafeMeasures® is a web-based utility that is

integrated with CWS/CMS and SDM. SafeMeasures® provides Sutter County with nearly “real-time” data, due to daily data updates. All social workers, supervisors, and system support personnel have access to SafeMeasures®, enabling on-demand use for managing caseloads, quality assurance, and legal compliance issues.

Internet/Intranet/email access is limited and case/Department specific. Card files and prior computerized master file, are used to access information on old cases.

MIS Process for Gathering, Storing, and Disseminating CAPIT/CBCAP/PSSF Program Information

The Human Services Department – Welfare and Social Services Division, maintains complete financial records of the CAPIT/CBCAP/PSSF costs, operating expenses and program statistics. Information gathered from service providers is input into a computerized Excel spreadsheet where it is maintained until compiled and submitted to OCAP as required. Beginning in 2015 this data will be entered through a new computerized system, ETO, as required by the OCAP. The relevant information that is reported is obtained in several ways:

Quarterly Progress Reports: The service providers are asked to provide reports to Human Services outlining the accomplishments of the CAPIT/CBCAP/PSSF program in the preceding quarter.

Year-End Written Report: The service providers are ask to provide a year-end report by July 31 of each year. The report includes a program narrative which outlines the accomplishment of the CAPIT/CBCAP/PSSF stated goals and objectives. The final report also includes demographic information, in order to meet the requirements of OCAP.

Year-End Verbal Report: Each providing agency is required to attend June meeting of the Sutter County Domestic Violence/Child Abuse Prevention Counsel and present a report of the services provided and outcomes achieved with these CAPIT/CBCAP/PSSF funds. The report includes a verbal presentation and a written statistical report indicating the number of clients served during the grant period.

On-Site Monitoring Visits; CAPIT/CBCAP/PSSF contracts are routinely monitored by Accounting staff of the Welfare & Social Services Division. The monitoring includes fiscal, program and services monitoring.

CASE REVIEW SYSTEM

Sutter County's case review system ensures the needs of all children receiving services are met through collaborative case planning, judicial system reviews, and supervisor reviews to ensure timelines are adhered to.

Case Planning

Least Restrictive Settings

Sutter County actively seeks relatives and Non-Related Extended Family Members (NREFM) for children who are placed in protective custody. Parents, children, and family members are asked to identify responsible adults who have a relationship with, and are able and willing to effectively care for the child. Sutter County is fully compliant with AB 938 and informs known relatives in writing within 30 days of a child being placed into protective custody. Sutter County works diligently to expedite placement of children when an appropriate relative or NREFM has been located, and continuously moves towards the least restrictive placement setting throughout the case, as appropriate. However feedback received during the Peer Review pointed to a need for more consistent, ongoing inquiry regarding relatives for possible placement as well as a need to improve access to other relative search tools. As a result of this feedback, Child Welfare is examining current practice around family finding, including ways to improve social workers' internet search capabilities.

Visitation by Social Worker

Every Sutter County Child Welfare Case Plan identifies the responsibility of the social worker to make contact with the children, parents, and substitute care providers (if the children are in foster care), and specifies the timeframe for such contact. The social worker makes contact at least one time per month with the child in the home or foster care setting, although there are some instances in which contact is required to be more frequent. Sutter County social workers also supervise voluntary guardianship cases that are not in the dependency

system and require only biannual contact. Sutter County social workers work cooperatively to assist one another to ensure compliance on social worker contacts during periods of heavy workload.

The Probation Case Plan identifies the responsibility of the probation officer to make contact with the youth, parents, and substitute care provider, and specifies the timeframe for such contact. The probation officer makes contact at least one time per month with the youth in the home or foster care setting. When unavailable, an alternate probation officer will ensure compliance of placement contacts in the stead of the placement officer.

Documentation of Permanent Plan Efforts

Sutter County engages in Permanency Planning for youth by completing a Case Plan for each child. This plan looks at many possible factors, and is unique, and individualized for each child/family. Sutter County complies with the California Welfare & Institutions Codes for prescribed time frames, but parent issue/concerns can prolong permanency hearings.

Factors to create the most individualized Permanency Plan are:

- Assessment of relatives
- Initial State Adoptions referral and yearly assessments
- Meetings with care providers

Child's Assessment

Periodic Reviews

The Court reviews Sutter County cases a minimum of every six months and follows the state laws. Status Review Hearings are held at the six, twelve, and (if necessary, and the children are not detained) at six month intervals beyond the twelve-month mark. The first six-month hearing is set six months after the Disposition Hearing. The twelve-month hearing is set for twelve months from the date of the Jurisdiction Hearing or 60 days from detention, whichever comes first. If the children are detained, the eighteen-month, and if appropriate, twenty-four month hearings are set eighteen or twenty-four months from the date of detentions. If a decision has been made to set a Permanency Hearing (pursuant to Welfare and Institutions code section 366.26), the first six-month hearing will be six months after the

Permanency Hearing. Sutter County has Three-Month Progress Evaluations, for certain situations, which help the Court and CPS better assess and serve the client's needs.

At each Status Review, the social worker must submit a court report containing the following information:

- Social Worker contacts; visits between children and family members;
- Current educational, medical, dental, psychological, social, emotional, behavioral information in regards to the children;
- Current situation in regards to the parents, including progress on their Case Plan if they still have one;
- Current or concurrent Permanent Plan; appropriateness of placement and input from foster parents;
- Contacts with other professionals involved in the case; and
- Any new developments such as recent criminal activity, etc.

At the time of each Status Review the social worker must also submit a Case Plan. The Case Plan will include SDM outcomes for families in Family Reunification and Family Maintenance, and Transitional Independent Living Plan (TILP) for teens in Family Reunification or Permanent Placement.

Permanency Hearings

As noted above, every child that enters foster care has a Status Review Hearing within 12 months from the dated that the child entered foster care, and every six months thereafter. Permanency is addressed at that Disposition Hearing, and at every hearing thereafter.

Termination of Parental Rights (TPR)

The decision to Terminate Parental Rights is made at a hearing pursuant to Welfare & Institutions Code, Section 366.26. Prior to the hearing, the county social worker, in conjunction with a State Adoptions Specialist, makes a recommendation to the Court in regards to a Permanent Plan for each child. Parental rights are only terminated if the Court finds it is likely that the child will be adopted. If it is not likely the child will be adopted, parental rights remain intact and an alternative permanent plan is ordered.

Notice to Relatives, Foster parents, Children

Prior to each Status Review, notices are mailed out to the care providers of the children. The care providers are welcome to attend the hearings. Occasionally, parents object to the care provider's presence in the courtroom, and the Judge decides to include, or to exclude them.

Court Structure/Relationship

In 2012, Sarah Heckman was elected to the Superior Court of California, County of Sutter is assigned to dependency court. Judge Susan Green presides as the Juvenile Court Judge for delinquency matters and in addition to dependency matters, Judge Heckman oversees School Attendance Review Board hearings, dissolutions, child custody, guardianships and adoptions.

Efforts to Support Working Relationships

The presiding juvenile court Judges, as well as the County Counsel who represents Children's Services, attend various meetings, presentations and conferences such as "Beyond the Bench" in conjunction with Social Service and Probation staff. The working relationship between CWS, Probation and the juvenile court is considered to be extremely good by the professionals involved in the process.

Sutter County Probation and CPS enjoy positive working relationships such that decisions around the appropriate system to serve at risk kids, is often made at informal meetings in which Probation and CPS together develop an agreed upon recommendation to the court. While many counties experience these decisions through "241.1" hearings arduous and contentious, the quality working relationships between Probation and CPS allow for the focus to remain squarely on the best interest of the child.

Effectiveness of Court/CWS Work Related to:

Continuances

Continuances and Pre-Trial Conferences are not unusual in Sutter County. Any attorney may ask for a continuance, or the Judge may decide on her own motion to continue a matter.

In this county, Hearings are generally continued for two weeks because two of our public defenders work part time – one week on and one week off. Once they are assigned to a case, the matter must be continued to a week that they are available. Continuances are granted for a variety of reasons. An attorney might not have had the opportunity to speak with his/her client prior to a hearing. A parent may have moved or become incarcerated and have not received proper notice. An attorney may not be able to appear. There may not be enough time to hear a matter that is being contested. There may be the need for additional time to subpoena witnesses or wait for psychological evaluations and adoption assessments to be completed. When these situations occur, the Juvenile Court Judge determines if there is good cause for a continuance to be granted.

Termination of Parental Rights (TPR)

For TPR, the CPS Ongoing Unit is responsible for writing the 366.26 report for the Permanency Planning Hearing. These hearings are held timely as the court sets them. (Refer to Section (c), Process for Timely Notice of Hearings, for how Sutter County ensures compliance with the Court’s Order).

Several factors directly affect the ability to identify an adoptive home, such as the age of the child(ren), the child(ren)’s behaviors/disabilities, large sibling groups, and assessments from State Adoptions.

Compelling reasons for not pursuing adoption are documented in assessments by the State Adoptions Office, information gathered by the county, and information from local agencies that work with the county. Providing progress reports every three to six months to the Court ensures proper documentation.

Facilities

At this time, the Juvenile Court has access to a child-friendly “soft room” within the courthouse building that is located in the Sutter County Victim Witness Office. This room is normally used for forensic child interviews, but is also utilized for children that are awaiting hearings in the Juvenile Court. Parents and families have access to the Family Law Center for assistance with legal issues. It should be noted that Sutter County is in the process of planning

a new courthouse, as the existing courthouse has been identified by the state as needing replacement.

Juvenile probation placement matters are heard in Judge Green’s courtroom, which is located on the side of the courthouse predominantly used for adult matter. Youth wait outside the courtroom in a hallway there are pew-style seats lining the hallway walls.

Summary of AOC Findings

The Administrative Office of the Courts (AOC) conducts an annual review of Dependency Court cases. Via a report issued on December 31, 2013, the AOC made several recommendations, which are summarized below:

Specific Recommendations

- Make parentage inquiries at the outset of every proceeding, submit *Parentage Inquiry-Juvenile* (form JV-500) as required, and ensure paternity findings are made and documented in the court file.
- Ensure that findings regarding the development of the case plans are consistently made by the court and that the case plans are signed. Similarly, ensure that the report contain information on how the case plan was created. The Human Services Department (the department) is including participatory case planning findings and orders in its recommended findings and orders for dispositional and status review hearings, but could include more information about parents’ participation in the development of the case plans in the report.
- Submit signed case plans to the court at the dispositional hearing and signed case plan updates at the pre-permanency hearing, permanency hearing, and post-permanency hearing.
- Ensure that all pre-permanency hearing findings and orders are consistently made at all dispositional hearings. California Law requires that the title IV-E findings be made at the dispositional hearing. (§§ 361(e), 366(a)).
- Ensure that the pre-permanency finding “the likely date by which the child may be returned to and safely maintained in the home or placed for adoption, appointed a legal

guardian, placed permanently with a relative or placed in an identified placement with a specific goal...” is made at every pre-permanency hearing. The correct date for this finding is the date of the scheduled permanency hearing, which for children under the age of three, is the six-month review and for children over the age of three, is the 12-month review.

- Ensure that Transitional Independent Living Plan (TILPs) are attached at each status review hearing for a child age 16 and older.

As a result of the AOC findings, Sutter County CPS and Probation have worked with the Juvenile and Delinquency court Judges and the AOC to conduct training and have made a number of changes to comply with these recommendations.

Process for Timely Notification of Hearings

The Sutter County Juvenile Court establishes the hearing dates based on the Welfare and Institutions Code according to the date of Detention and/or Jurisdictional Hearings.

When a child is placed into protective custody, it is the social worker’s responsibility to notify the court clerk of the detention. The Juvenile Court Clerk will place the detention on the Court Calendar within 24 hours of the filing of the Detention Petition. This date will create the cycle of all court hearings calendared for this case in the future. The Court may establish a Three-Month Progress Evaluation at its discretion or with the recommendation of the agency in some cases that are determined high risk.

The designated court social worker (court worker) receives the date of the next court hearing in court on the date of the hearing. The court worker records this on a Court Data Sheet form that is copied after the hearing. This form is given to the CPS clerks, the supervisors, the court worker, the social worker assigned to the case and to the program manager.

The clerks keep a calendar that is kept updated with court dates. The Welfare and Institutions Code determines the number of days prior to a hearing that the notices are mailed. The clerks type the Notices of Hearing. The social worker reviews the notices for recommendations, corrections or to determine if a case staffing with supervisors is needed, and signs the Notice of Hearing. Notices of Hearing are sent out certified/return receipt or by

personal service. Notices of Hearings are sent to the California Department of Social Services Adoption Division (State Adoptions), if the matter is a 366.26 Hearing. State Adoptions is also sent a notice regarding subsequent Hearings until the adoption is finalized or State Adoptions closes the case.

Native American Tribes are notified, if applicable under the Indian Child Welfare Act (ICWA) regulations. Notices are also sent to Foster Family Homes/ Group Homes, the parents (if parental rights have not been terminated), and the child (if over the age of ten). The siblings age ten and over are also given Notice of Hearings if their own court date differs from that of another sibling.

Native American Tribes' input is considered and incorporated into recommendations made to the Court. Tribal input is considered throughout the life of the case from noticing procedures to including tribal input with regard to placement decisions in tribal approved homes.

Process for Parent-Child-Youth Participation in Case Planning

Sutter County engages parents in extensive case planning activities, such as identifying strengths and needs, determining goals, visitation, requesting specific services and evaluating progress through various assessments, interviews, face-to-face contact, Case Plan Conferencing, and the Juvenile Court. When appropriate, children are encouraged to participate in the activities.

Sutter County follows the policies and practices outlined in the California Department of Social Services Manual of Policies and Procedures, Division 31 Regulations and the California Welfare and Institutions Code as relates to case planning. Sutter County specific policies and practices that promote quality case planning include an expectation that CPS social workers meet with families prior to the court hearing to collaboratively develop a case plan, and document, in the court report, that the case plan was developed in conjunction with the family. Social workers are trained in family engagement strategies and are skilled at soliciting family input, including that of even small children when appropriate. Sutter County utilizes engagement strategies such as the "Three Houses" and "Safety House" techniques, to engage

children in the assessment and planning process. CPS is committed to the Safety Organized Practice approach to critical thinking and family engagement which provides a venue for adults and children to communicate their wishes, their worries, what they need to feel safe, and to express the things that are good in their lives.

Case planning activities that include the family's input are essential to the success of the case. Family Mapping Meetings, as part of the Safety Organized Practice approach, are utilized by CPS to promote family engagement in case planning. Mapping Meetings assist Sutter County CPS staff in building productive relationships with families and their support systems. Through Mapping Meetings, case workers, families, and extended support persons work together to come to an understanding regarding the attendant dangers and risks which lead to CPS intervention. Additionally, Mapping Meetings assist in identifying the clear, meaningful, behavioral changes and goals that are needed, in order to create and maintain safety. Mapping Meetings are conducted in a formal manner, which includes a facilitator and extended family supports, or in an informal manner, consisting of the worker and immediate family. Ideally, workers and families reach a consensus and the agreed upon Case Plan is made effective at the next court hearing. If consensus is not reached, the Court makes the ultimate decision regarding the Case Plan.

Strengths and needs for families are identified through formal, validated substance abuse assessments, mental health assessments, Structured Decision Making (SDM) tools, face-to-face contact with families, and progress reports from service providers and others who maintain contact with the family.

Goals for each family stem from the concerns which brought them to the attention of Child Protective Services. The goals are determined through a face-to-face interview with the family, Structured Decision Making, recommendations made by the Juvenile Court, and results of assessments completed by the parents and children. These goals are entered into the Child Welfare Services/Case Management System (CWS/CMS) as family's objectives in Family Maintenance or Family Reunification Case Plans.

Generally, visitation is based on each individual family's circumstances. Visitation arrangements are made by considering the concerns which brought the family to the attention of CPS, the age of the child, the desires of the children and parents and the progress of the parents toward their Case Plan goals. Ultimately, visitation schedules are based on what is in the child's best interest.

For foster youth who are age 15 ½ years of age or older, a Transitional Independent Living Program (TILP) Case Plan is developed. This Case Plan is formulated between the social worker and teenager to help the youth begin to smoothly transition into adulthood and to become self-sufficient adults. In 2015, Sutter County implemented the Casey Life Skills Assessment tools, to assist social workers in thoroughly assessing the needs foster youth and in developing comprehensive Transitional Independent Living Program Case Plans.

Parents are informed of their rights and responsibilities regarding case planning through face-to-face contact with their social worker and through the Juvenile Court.

Care provider needs are included, especially when the care provider is a relative or non-related extended family member (NREFM), or when the care provider's needs are essential to meeting the needs of the child. Otherwise, the children and family of origin are the center of the Case Plan and their needs are primary. Services addressing the needs of caregivers are noted in the Case Management Services section of the family Case Plan. Furthermore, the county addresses the expectations of care providers in the Case Plan through a Needs and Services plan formulated for the children in their care. The Case Plan and Needs and Services plan outlines what is expected of the care providers to meet the needs of children in their care. In addition, care providers are provided a Health and Education Passport to track the children's health and educational needs.

Case Plan Reviews and Service Delivery

Sutter County CPS maintains a policy that major case plan decisions must be staffed using procedures that are in place to assist social workers in obtaining supervisor, manager, peer, service professionals and family input before making critical case plan decisions.

Social workers are required to discuss client progress with service providers and ensure that the appropriate service referrals are being made. This is done via individual contacts between social workers and service providers, or through group meetings. Family Mapping Meetings are utilized as a venue for social workers to collaborate with mental health and other service providers. Coordinated case planning and service delivery is also achieved through utilization of the Sutter County Linkages Project. CPS Social Workers, Employment Services Social Workers, Sutter County Probation Officers, and Sutter-Yuba Mental Health providers are invited to staff Linkages eligible cases during twice monthly meetings.

Sutter County has several multi-disciplinary teams, Family Intervention Team (FIT), Family Assistance Service Team (FAST), and SuperFAST, which are utilized by social workers to collaborate with community partners to ensure that children and their families have access to and are receiving necessary and appropriate services.

Child Mental Health Screenings

Sutter County has established a mental health screening procedure for children in the Family Reunification, Family Maintenance and Permanent Placement programs. The procedure outlines steps to ensure that all children are screened for mental health services, within 30 days of a referral being promoted to a case, and every six months thereafter. Children are screened using tools developed by the California Institute for Mental Health.

Development of the procedure occurred via a collaborative effort between CPS and Sutter-Yuba Mental Health, to ensure that children are provided with access to needed mental health services in a coordinated, comprehensive, and community-based fashion. Sutter-Yuba Mental Health staff are available to review completed screenings with social workers, to determine if further assessment and service referrals are needed.

Probation Case Planning Review

The minors and their parents become involved in the Case Planning process during their initial intake appointment at the Probation Department. After an extensive interview that includes the use of Motivational Interviewing and subsequent verification of collateral contacts such as school and treatment records, the minor is assessed using the Positive Achievement

Change Tool (PACT) Assessment. The PACT identifies the minor’s top criminogenic needs, which are then pre-populated into an automated Case Plan. Goals and objectives are then discussed with the minors and their parents, who then help to collaborate with the Probation Officer to identify interventions, or action steps, to target the criminogenic needs and reduce the likelihood of recidivism.

Minors are reassessed a minimum of once every six months to update the Case Plan and ensure compliance with Title IV-E requirements. However, more routine Case Plan visits occur on frequencies that are determined by the minor’s assessed risk of reoffending. The highest risk minors are required to be seen weekly to discuss their Case Plan progress, and the lowest risk minors are seen monthly.

All completed Case Plans and Case Plan Reviews are reviewed and signed by a Supervising Probation Officer as part of the Probation Department’s Business Rules.

For minors in placement, Case Plans are also submitted with their initial Disposition Reports and all subsequent Placement Review Hearings, in order to be reviewed and signed by the Judge. Placement Case Plans are also routinely presented to the FAST and SuperFAST teams, in order to obtain collaborative support from community partners and other county departments.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

Foster/Adoptive Parent Licensing, Recruitment, and Retention; Maintaining Standards for FFH and Relatives

The Sutter County Department of Human Services, Welfare and Social Services Division has a Memorandum of Understanding (MOU) with the California State Department of Social Services to license Foster Family Homes (FFH). Sutter County acts on behalf of the state, meaning that the county agrees to comply with all California State laws, rules, regulations, standards and policies pertaining to the licensing of FFH homes pursuant to Title 22, Division 6 of the California Code of Regulations.

Sutter County maintains standards and ongoing compliance with relatives/non related extended family members’ homes and tribe specific homes by requiring criminal record

clearances, home inspections, caregiver assessments, orientation on caregiver responsibilities and children's personal rights and completion of annual reviews of caregiver homes.

Compliance with Criminal Records Clearances

Criminal record clearances are completed before any type of placement of a child is made, and includes all adults living in the home and includes the following:

- Review and clearance of the California Law Enforcement Telecommunications System (CLETS)
- Submission of fingerprints via Live Scan which requests a Department of Justice (DOJ) check, Child Abuse Central Index (CACI) check, and FBI clearance
- A signed out of state disclosure for criminal record statement
- An out of state CACI check is required if an applicant has lived in another state in the past five years

Collaboration with Tribes

There are no local tribes in Sutter County. However, if a child is an ICWA child Sutter County works in collaboration with the child's tribe in the placement process. There are no local tribal placement resources, but in working with foster family agencies and the California Department of Social Services Adoptions Branch, the county is able to identify homes that comply with tribal requirements on a case by case basis.

Diligent Recruitment Reflects Ethnic Diversity

Sutter County has historically retained a small number of County Licensed Foster Family Homes (FFH) and more often utilizes Foster Family Agency (FFA) homes to meet ethnic diversity needs in the Sutter County area. Active recruitment efforts to increase the pool of county licensed foster homes included a recent publication included in the local newspaper to generate interest in becoming licensed as a foster parent. The publication will be inserted again into the newspaper in early 2016 and has been distributed to several local community groups. This newspaper insert was well received, though to date, new referrals for foster care licensing have been minimal. Barriers to recruitment of foster and adoptive families that reflect the ethnic and racial diversity of children in the county are perhaps linked to scarcity of resources, poverty and a concern that bringing another child into the home may be too expensive, or time consuming for middle income families and the working poor. One of the goals of the newspaper

insert was to dispel these myths and to outline resources available to foster families in an effort to entice more families to become licensed foster homes.

Procedures for Cross-Jurisdictional Resources

Sutter County has an Inter County Transfer (ICT) agreement in place with other California counties for placement and transfer of children. When an agreement is in place, services can be set up and the Court can be apprised in a much timelier manner than when there is not a relationship established with another county. The Interstate Compact for Placement of Children (ICPC) requires liaisons in each state to adhere to the regulations and standardized timeframes for response to requests.

Family-To-Family Initiative

Sutter County is not currently participating in the formal Family to Family Initiative.

Recruiting, Training and Supporting Resource Families

Sutter County has a bi-county foster parent association that provides ongoing training and support as well as recruitment efforts in the bi-county area of Sutter and Yuba counties. In addition, Sutter and Yuba counties recently collaborated on a multi-page publication aimed at recruiting foster homes in the Sutter and Yuba region.

Yuba Community College, Foster Kinship Care Education (FKCE) offer a continuous menu of pre-service trainings for foster parents and relative caregivers. Other on-going training provides a wide array of topics including Commercially Sexually Exploited Children (CSEC), trauma informed training, a mini conference on the Dance of Attachment, Family Engagement; working with Angry Teens are just a few of the numerous topic areas. A comprehensive array of classes/trainings are offered throughout the month, with at least two per week.

Building Community Partnerships and Collaborations

Continued efforts with the local foster parent association and the FFAs in Sutter County could provide a closer network of understanding and commitment to provide some of the needs and gaps in services for placements that are better matched. This is an area of

development which was identified in our Peer Review and is an area which will be further explored in development of our next three year System Improvement Plan (SIP).

Methods to Evaluate Results

With no formal Family to Family initiative, methods to evaluate results are not available.

Supports Available to Caregivers

The combination of the foster parent association, along with support from county social workers, FFA social workers and supportive resources and referrals to community agencies works as a resource network to provide education and ongoing support to caregivers.

Placement Resources

Currently there are no licensed Foster Family Homes in Sutter County; however, there are approximately four Foster Family Agencies (FFA) with a number of homes that serve Sutter County. Often people become licensed through the county process with the sole purpose of adopting children or the families have very strict limiting criterion regarding children that they are willing to accept. It is sometimes a barrier to recruit families that will accept children with diverse needs, and although there are few Native American children in need of placement, the county struggles to locate homes to meet their needs, although family and Nonrelated Extended Family Members (NREFM) homes need to be further explored as resource families. Further, recent changes in law limit FFHs to a capacity of six children (including biological and guardianship) which may partially contributes to children being placed at a much higher rate in FFAs. Data shows that FFA foster homes account for 52.3 percent of children, 14.2 percent in Relative and NREFM homes, 9.9 percent in group homes, and 1.4 percent in other homes. Data also shows that guardianship homes account for 5.5 percent of children; however, about 16.7 percent of those are guardianship payment only cases.³⁹

³⁹ Information obtained from Safe Measures – Active Placement reports for selected quarter 4 2014

The greater issue with Sutter County placement resources is a lack of trained and equipped foster parents who are willing to accept placement of older/teen children. Also, the level of training that foster parents receive regarding children of any age and issues of trauma and neglect is an ongoing issue that impacts appropriate retention and recruitment of foster and adoptive parents. There is support available to parents who have adopted children and are looking for resources and referrals to support their families. This is offered through post adoptive services, which is currently offered by Sierra Forever Families. Additionally, many CAPIT/CBCAP/PSSF funded programs are available to Sutter County residents including individual and group counseling, and other specialized services such as those specifically targeted to meet the needs of children with special needs and developmental delays.

Probation Foster Parent Licensing, Recruitment, and Retention

Probation does not perform any of these functions.

STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING

Child Welfare Services

i. Compliance with Common Core Training

To ensure highest quality service delivery, Sutter County sends all Child Protective Services social workers to the Child Welfare Services Core Program offered by the University of California Davis, Northern California Research and Training Academy (NCTA). The Core Program provides a strong foundation of knowledge and skills needed for working with children and families in child welfare. All social workers hired after July 1, 2008 are also required to complete Core Phase II within the first 24 months of their hire date and 40 hours of continuing education every two years to be compliant with ACL No. 08-23. An electronic tracking system was developed and is in place to track compliance with these regulations.

ii. Ongoing Training for Staff

Sutter County contracts with the NCTA for a number of training days in Sutter County. The county also provides in-service trainings and accesses out service training for further staff development. Out of county training has been reduced due

to decreased funding. CPS personnel also access online training provided by the Northern California Training Academy and are well located to travel to nearby Sacramento, Butte, and Yuba counties to participate in available training.

Examples of training provided through UC Davis include, but are not limited to:

- Policy
- Foundations of Child Welfare Practice
- Advanced Child Welfare Classes
- Assessment and Planning
- Intervention Skills
- Placement Issues
- Legal Issues
- Medical Issues

Additional training through UC Davis, Northern California Research and Training Academy:

- Certificate program in Child and Family Services
- Supervisory Core training
- Structured Decision Making
- Motivational Interviewing
- Visitation
- CWS/CMS
- Safe Measures
- Court Series
- Leadership Development for Supervisors and Managers

Each year, a training plan is created based on Core Phase II needs for staff and on the types of training needed for CPS staff. Training needs are based on supervisor and program manager observations as well as staff input. Staff provides input each year into the development of the training plan.

Ongoing training needs are assessed, and training in specific areas such as Commercially Sexually Exploited Children (CSEC) and serving LGBTQ youth are offered through U.C. Davis. Also, training staff on Safety Organized Practice in all areas is a focus for both new hires and those with experience. Training is part of the process, along with coaching for line workers and supervisors to enhance practice and fidelity to the model.

Probation Department

i. Compliance with Core Placement Officer Training

All Deputy Probation Officers attend a 160-hour Probation Officer CORE Training within their first twelve months of employment. Topics covered include the role of the Court in juvenile delinquency matters, as well the responsibility for rehabilitation of adjudicated minors. When officers are assigned to the placement unit, they are then sent to the Placement CORE course through UC Davis.

ii. Initial Training

Continuing education is mandatory for all officers at a minimum of 40 hours each year. Specific trainings in Title IV-E, Motivational Interviewing and Case Planning, have all been attended in this past fiscal year, with the intention of improving services to at-risk youth. Ongoing training needs are identified by probation staff. Staff assigned to treatment-based programs such as Functional Family Therapy and Cognitive Behavioral Therapy, attend trainings specific to improving their knowledge, skills and abilities in those assignments; thereby improving outcomes for minors with the criminogenic needs that are addressed through those programs.

Training for Providers

i. Training and Technical Assistance for Subcontractors

Sutter County contracts with Yuba Community College to provide Foster/Kinship Care Education to foster parents and relatives. Sutter County supports additional training opportunities for foster family agencies, the county's THP-Plus provider and other interested community agencies through Sutter-Yuba Mental Health (such as the Impact of Trauma on Child Development, Trauma Strategies Training and others). Subcontractors have also been invited to training on targeted topics through the Regional Training Academy such as the Role of Foster Parents in Reunification, and other relevant topics that promote the safety, permanency and well-being of Sutter County children.

CAPIT/CBCAP/PSSF dollars are distributed to community partner programs and these partner programs may use a portion of their grant award for the purpose of

sending parent consumers and program staff to trainings necessary to meet the funded program objectives. The county CAPIT/CBCAP/PSSF liaison as well as the Social Services Program Manager attend required meetings, conferences and trainings to ensure the appropriate use of CAPIT/CBCAP/PSSF funds.

ii. Allocation of CAPIT/CBCAP/PSSF Funds for Consumer Training

The Sutter County Human Services Department - Welfare and Social Services Division, is the agency designated by the Board of Supervisors as the public agency to administer the CAPIT/CBCAP/PSSF prevention programs. In developing this Three-Year Plan, the County used the Sutter County Maternal Child Health Needs Assessment which was completed in 2004 which provided the benefit of input of many groups involved in the care of the community's most vulnerable residents. It also avoided a duplication of effort and assured CAPIT/CBCAP/PSSF funds would not supplant existing publicly funded programs and services.

It is the intent of Sutter County that, to the extent possible, all CAPIT/CBCAP/PSSF funds allocated to the County will be used to provide services to county residents, rather than provide administrative funding. Therefore only \$2,000 is appropriate to the Domestic Violence Council/Child Abuse Prevention Council annually. Since the county requests new provider proposals each year requesting services proposals, the specific sub-contractor names, numbers served and cost proposed for programs from year to year is not known until the proposals have been received and evaluated.

The preparation of the Sutter County Three-Year/Application for CAPIT/CBCAP/PSSF funds was collaboration between a number of agencies and individuals. In order to meet the Office of Child Abuse Prevention (OCAP) requirement of having an appropriate community-driven multidisciplinary collaborative involved in the preparation of the Three-Year plan the County engaged an informal structure of community participants in order to provide input into the plan development. This process included the use of a comprehensive Needs Assessment as well as a stake holders planning meeting which brought together

stakeholders from private non-profit agencies, government agencies and local private citizens. The creation of the CAPIT/CBCAP and PSSF Three-Year Plan included a “planning body” who joined for a stake holders planning meeting, with representation from social services, mental health, public health, education, juvenile court, employment services, developmental disabilities, law enforcement, probation, child care, the faith community, community based organizations and stakeholders from the general public.

iii. Training/Technical Assistance for CAPIT/CBCAP/PSSF Partners

Sutter County is fortunate to have a wealth of experts in the areas of parenting, child development, and child abuse prevention. Training is available to Sutter County staff, and in some instances community partners and consumers. Professional expertise comes from experienced people at the local community college, health care professionals, domestic violence prevention providers, child welfare services, mental health professionals and a large array of other professionals. Experts in these areas are part of the local network that includes private non-profit organizations, CAPIT/CBCAP/PSSF funded programs, vendors/contractors and parent liaison and consumers.

AGENCY COLLABORATION

Coordination with Community Partners

Sutter County CPS and Probation rely on the collaborative relationships built and maintained with public and private community partners and with each other. A number of venues serve to further these relationships including but not limited to the following regular meetings that include CPS, Probation, Schools, and to varying degrees other public and private organizations: the Family Assistance Service Team meeting (FAST), SuperFAST , FIT policy group, Linkages, Child Death Review Team, Child Abuse/Domestic Violence Council, as well as impromptu meetings known as “Super-Staffings” called as needed to discuss urgent or particularly difficult family situations.

Sutter County's unique blend of in-house providers such as substance abuse counselors, mental health therapists, and a Peer Empowerment Provider (PEP) sets the foundation for these folks to provide assessment and referral to community partners. The Public Health Nurse also provides assistance with some referrals that need outreach for prevention and early intervention for health related issues. Sutter County's PEP also provides some early supports for substance abuse related issues that may not rise to the level of the need for CPS intervention. Also, aftercare services related to substance use and mental health is coordinated through the efforts of our agency partners.

If children are identified as ICWA children, then Sutter County works very closely with the tribal representatives to provide culturally sensitive resources and placements, and access Feather River Tribal Health services both in Sutter County and in nearby Oroville to meet the needs of the children and families who require these resources.

CAPIT/CBCAP/PSSF funds are released to the community through a grant award process. Community partner programs funded with these dollars blend funding from other sources to maximize resources. Funds may be matched from other funding streams including in-kind services.

Implementation of Family To Family Building Community Partnerships Initiative

Sutter County is not using the Family To Family model at this time. However, CPS engages in Safety Organized Practice meetings with families at critical decision points and in instances where best practice indicates resources be brought together to engage families in shared decision-making.

Shared Involvement in Evaluating County Progress Towards Goals

Child Welfare and Probation have enjoyed a collaborative relationship and work together toward evaluating program progress towards goals and in critically evaluating next steps and strategic planning. The close work required as in the development of the County Self-Assessment report is only one example of how the partnership between CPS and Probation leads to planful goal setting and outcome improvement in both systems.

SERVICE ARRAY

Community Services Available to Sutter County Residents

**Denotes CAPIT/CBCAP/PSSF funding during this review period.*

AGENCY/SERVICE TYPE	AVAILABILITY
ALTA REGIONAL CENTER <ul style="list-style-type: none"> Provides services to the developmentally disabled. 	Disability identified before age 18 and constitutes a substantial handicap. State funded.
AREA BOARD III <ul style="list-style-type: none"> Provides educational advocacy and training. 	Available free to CPS clients and non CPS Clients as referred.
BRIDGES TO HOUSING <ul style="list-style-type: none"> Evaluate client's needs to help find solutions to their housing problems. 	Helps negotiate deposits with landlords and provide partial deposits to qualified applicants. Refers clients to Hands of Hope Mentor Training program and other community service programs.
CAREGIVER SERVICES <ul style="list-style-type: none"> Yuba College Foster Parent Education Program, Foster/Adoptive Parent Association, Sierra Forever Families 	Support services, mentoring, education, training, resource library, clothes closet.
CHILDREN'S HOME SOCIETY <ul style="list-style-type: none"> Provides referrals for childcare; childcare payment assistance; library; toys for checkout. 	Free. Childcare payment assistance is income based with a waiting list.
CHILDREN'S SYSTEM OF CARE (CSOC) <ul style="list-style-type: none"> Case Management 	To any client accepted into the program through FAST. Charges apply based on income. Medi-Cal, some insurance accepted.
CHRISTIAN ASSISTANCE NETWORK/GLEANERS <ul style="list-style-type: none"> Provides emergency clothing, food, diapers, formula, etc. to families in need. 	Must be Sutter or Yuba Resident. Help is limited to once every 6 months. Gleaners is income based.

AGENCY/SERVICE TYPE	AVAILABILITY
<p>Domestic Violence Services</p> <ul style="list-style-type: none"> • *CASA DE ESPERANZA; PACIFIC EDUCATION SERVICES (PES), FATHER'S FIRST 	<p>No fees for Casa de Esperanza or Father's First.</p> <p>PES has a sliding scale fee.</p>
<p>FAMILY ASSISTANCE SERVICE TEAM (FAST)</p> <ul style="list-style-type: none"> • Referred by any agency involved with client/child, including schools, Sutter-Yuba Mental Health, CPS, and Probation. 	<p>No cost for assessment.</p>
<p>FAMILY SOUP</p> <ul style="list-style-type: none"> • Assistance to parents of children with disabilities 	<p>Grant funded, some fees apply.</p>
<p>FEATHER RIVER TRIBAL HEALTH</p> <ul style="list-style-type: none"> • Health care, outreach, behavioral health. 	<p>Must have proof of California tribal heritage; services are free.</p>
<p>FAMILY INTERVENTION TEAM (FIT) POLICY GROUP</p> <ul style="list-style-type: none"> • Referral and high-level system coordination 	<p>To any client involved with multiple systems</p>
<p>FRIDAY NIGHT LIVE</p> <ul style="list-style-type: none"> • Services to preteen and teenage children 	<p>Most services are free.</p>
<p>HARMONY HEALTH FAMILY RESOURCE CENTER</p> <ul style="list-style-type: none"> • Provides an array of services, including counseling, anger management, and counseling classes. 	<p>Most services are free.</p> <p>Transportation is needed, as program is in neighboring Yuba County.</p>
<p>HEAP</p> <ul style="list-style-type: none"> • Provides financial assistance for energy bill; home weatherization services. 	<p>Income based; Government funded, demand usually exceeds funds for each fiscal year.</p>
<p>HOMELESS SHELTERS</p> <ul style="list-style-type: none"> • The Depot (women and families), The Twin Cities Rescue Mission (men only), Cold Weather Shelter, Hands of Hope, REST 	<p>Income based and no cost; available to Sutter or Yuba residents; waiting list.</p>
<p>INPATIENT DRUG TREATMENT</p> <ul style="list-style-type: none"> • Pathways (Yuba County); Progress House (Camino and Woodland); *Salvation Army (Butte, Fresno and Yuba Counties); Hope House (Nevada) 	<p>Inpatient treatment unavailable in Sutter County.</p> <p>Substance abuse specialist must refer clients.</p> <p>Adolescent substance abuse treatment options are limited.</p>

AGENCY/SERVICE TYPE	AVAILABILITY
<p>OUTPATIENT DRUG TREATMENT</p> <ul style="list-style-type: none"> • Pathways (Marysville); Father’s First (Marysville); NA/AA Support Groups; Pacific Education Services (PES); Sutter-Yuba Mental Health Services 	Available by self-referral, social worker referral, court order. Charges apply to Pathways & PES.
<p>PARENTING CLASSES</p> <ul style="list-style-type: none"> • Sutter County Library; PES, Yuba College, Head Start, *Family Soup, Parent Child Interactive Therapy 	Low or no cost
<p>PRESCHOOLS</p> <ul style="list-style-type: none"> • Head Start; State Preschools, Private Pay 	Head Start and State Preschools are income based. Waiting lists.
<p>STUDENT ATTENDANCE REVIEW BOARD</p> <ul style="list-style-type: none"> • Multi-agency board, reviews severe truancy cases, makes attendance agreements with families. 	Referred by the child’s school.
<p>SUTTER COUNTY DOMESTIC VIOLENCE/CHILD ABUSE PREVENTION COUNCIL</p> <ul style="list-style-type: none"> • Provides education and awareness of domestic violence and child abuse issues. 	Available to residents of Sutter County (Public forum)
<p>SUTTER COUNTY EMPLOYMENT SERVICES.</p> <ul style="list-style-type: none"> • Job training, assessment, drug treatment, therapy. 	Available to Sutter County Residents
<p>SUTTER COUNTY ENVIRONMENTAL HEALTH</p> <ul style="list-style-type: none"> • Insures homes are in compliance with county codes and inhabitable. 	Sutter County Residents
<p>SUTTER COUNTY FAMILY LAW CENTER</p> <ul style="list-style-type: none"> • Provides assistance, advice, workshops regarding custody and child support. 	Some Sutter County Residents. Some fees may apply.
<p>SUTTER COUNTY HEALTH DEPARTMENT</p> <ul style="list-style-type: none"> • WIC, Public Health Nurses, medical care. 	Residents of Sutter County. Medi-Cal, some fees may apply.
<p>SUTTER COUNTY HOUSING AUTHORITY</p> <ul style="list-style-type: none"> • Income based housing assistance. 	For Sutter County residents meeting income and/or disability criteria.

AGENCY/SERVICE TYPE	AVAILABILITY
SUTTER COUNTY VICTIM WITNESS <ul style="list-style-type: none"> Assists victims of crime to obtain therapy and/or other services available through the Victims of Crime Compensation Board. 	For all victims/witnesses of crimes who meet State criteria.
SUTTER-YUBA MENTAL HEALTH <ul style="list-style-type: none"> 1st Steps, Options For Change Drug Treatment; Treatment Team; Therapy; Medication Management; Dual diagnosis group; Day Treatment; In-patient (adults only); Functional Family Therapy. 	Residents of Sutter or Yuba County. Medi-Cal, Medi-Care, private insurance, sliding scale fee.
TEEN SUCCESS/PLANNED PARENTHOOD <ul style="list-style-type: none"> Support group for teen parents; birth control, etc. 	Free to teen mothers; sliding scale, insurance, Medi-Cal
PRIVATE THERAPY	Few local providers carry limited Medi-Cal caseloads; most are private/insurance pay or are fee for service.
TRI-COUNTY RESPITE <ul style="list-style-type: none"> Respite services. 	Private pay or contracted through Alta Regional Center
UCD BEAR CENTER <ul style="list-style-type: none"> Multi-disciplinary child abuse investigations. 	Referred by CPS and/or Law Enforcement. Accepts insurance, Medi-Cal, and county pay.
VICTOR COMMUNITY SUPPORT SERVICES Counseling Services	Referrals from CPS, self-referrals, school referrals.

Analysis of Efficacy of Community-Based Programs and Activities

The array of services available in Sutter County is comprised of public, private, for-profit, and non-profit organizations that fill a variety of service needs. The bulk of the population is centered in Yuba City where most service providers are located. Some maintain the ability to provide outreach or are available at school sites to accommodate residents in outlying areas such as the city of Live Oak, and to the unincorporated areas of the county. Programs and activities that perform well are widely utilized and well known amongst the organizations and agencies who serve children and families. Some of the most easily demonstrated to be efficacious are those programs that address substance abuse such as First Steps Peri-natal program, and Options for Change. There is movement toward promoting evidence-based programs and services and programs that address a continuum of needs.

Sutter County is fortunate to have available services to disabled individuals, and service providers that are multilingual and multicultural though greater need for these services exists than can be easily met, currently. A number of entities serve at-risk youth and during this assessment period, a Risk Matrix assessment tool was developed through a collaboration between Sutter County Probation, Sutter-Yuba Mental Health, Victor Community Support Services and Child Protective Services. A number of local services provide assessment resources, and are able to modify services to meet the individualized needs of participants such as providing service in the home, in schools, and in some instances outside of normal business hours. Services often are geared to meet family needs, rather than focusing exclusively on an identified patient. The collaborative working style that prevails in Sutter County makes it difficult to serve a very high risk family in isolation. Highest risk families that touch more than one system are typically identified and engaged in a multi-disciplinary approach either through information sharing, problem solving or comprehensive services such as through the Wraparound program administered through Children's System of Care.

There are many indicators that contribute to populations and therefore families being identified at high risk, including living below the poverty level, increased use or abuse of substances, mental health issues, domestic violence, teen and young adult parents, low infant birth weight, homelessness. Therefore, in reviewing Sutter County these elements are among those which have been identified. Since the previous CSA in 2010 there continues to be many indicators for at risk populations and attributing one element to the highest risk population provides a broader view rather than a focus on particular trends

While there is good availability of services and for the most part they are accessible to county residents, gaps exist such as Spanish language groups on weekends or comprehensive services for Punjabi speaking families to meet the work schedule needs of these and other seasonal worker/migrant populations.

Services to Native American Children

Sutter County has services available to Native American children through Feather River Tribal Health. They provide health care free of charge with proof of California tribal

membership. They also provide outreach (to primarily elderly clients), as well as behavioral health twice per week. More extensive services are available through their Oroville office.

Child Welfare and Probation ensure the needs of Native American children, parents, and foster parents are being met via the following:

- Connection to tribal resources as available
- Network meetings with service providers
- Health and Education Passports
- Monthly home visits/communication with clients and foster parents.
- Communication with service providers
- Verification of participation with service providers (i.e. completion certificates)
- Case Plan Updates

In addition, CPS uses the SDM and SafeMeasures® tools to ensure services to Native American children, families and foster homes.

Child and Family Health/Well-Being Resources

Residents of Sutter County may access health services at the Sutter County Health Department and Sutter-Yuba Mental Health. There are also several health clinics throughout the county, such as the Richland, Del Norte, and Live Oak clinics. Sutter County Health Department provides a “dental van” that provides services to children at school sites. Sutter County also operates a Women Infant and Children (WIC) program that provides nutritional assistance. There is a small number of non-profit health resources available, such as Planned Parenthood. Sutter County residents are also able to access some resources from neighboring Yuba County, such as Harmony Health (Family Resource Center) and A Women’s Friend (counseling).

Outreach Activities

Sutter County has a School Liaison Program. Each Social Worker is assigned one or more schools to provide in-service training on mandated reporting requirements for school personnel. Sutter County CPS social workers participate in community events throughout the year. Typically social workers are attending events such as the annual “Run Drugs out of Town” and manning a booth which promotes foster parent recruitment as well as information related to child abuse and neglect – specifically focusing of “crime endangered children” with

pamphlets and other material in English, Spanish and Punjabi, which describes local resources and definitions of child abuse and neglect. Other annual events in the community are Health Fairs which and during child abuse awareness month information is distributed at local events.

Input from Underrepresented Groups in Assessment Process

Sutter County included a diverse group of stakeholders in the assessment process and accepted input from any interested party.

CBCAP/CAPIT/PSSF Funded Services

- Casa de Esperanza (CAPIT)
Counseling for adults and children who are victims of or have witnessed domestic violence;
- Family Soup (CBCAP)
Therapy and Parent Education (in Spanish and English) for parents and families of special needs children; Able Riders horseback riding for Special Needs children
- Friday Night Live (CAPIT)
Family Counseling and Parenting classes for families referred by a protective agency;
- Yuba –Sutter Salvation Army (PSSF Family Preservation, PSSF Family Support, PSSF Time-Limited Family Reunification)
Case management for families of at-risk children;
Counseling and parent education focusing on families who are or have been homeless;
Literacy program for families who are non-reading or have low reading ability;
- Sutter County Social Services (PSSF Adoption, Promotion and Support)
Targeted support to pre-adoptive youth to identify potential forever homes; and Foster and adoptive foster family home recruitment outreach publication

Implementation of Evidence-Based Practices

Sutter County CPS utilizes Structured Decision Making to assist in case decisions and Parent-Child Interactive Therapy (PCIT) to improve the quality of familial relationships. Sutter County Probation uses the Positive Achievement Change Tool (PACT) to assess risk and target criminogenic needs in case planning. Based on the PACT assessments, clients are referred to

evidence-based treatments, such as Cognitive Behavioral Therapy (CBT) and/or Functional Family Therapy (FFT).

QUALITY ASSURANCE SYSTEM

Quality Assurance System – Child Welfare

The quality assurance system in Sutter County has been enhanced since the time of the previous county Self-Assessment. Implementation of Child Welfare and Probation Case Reviews has begun and will allow us to meet new Federal and State mandates and to more fully evaluate the adequacy and quality of the services being provided to the families and children served throughout the continuum of care. Case Reviews will include a comprehensive review of case file documents, including electronic records and paper records, and will include interviews conducted with the persons involved in a case. Interviews will include children, parents, extended family, service providers, social workers, and others who can provide insight into the quality of service delivered to the family. The county will continue to use other quality assurance tools that are currently in place but will supplement these activities and tools with the addition of the Case Review process beginning August 31, 2015.

Evaluating Adequacy and Quality

Quality assurance has for many years now included the use of SafeMeasures® to monitor key indicators and guides training and supervision. Structured Decision Making (SDM) tools are also a component of the quality assurance system and staff are trained in incorporating family engagement models in the use of SDM to maximize the quality of the data that is used in the SDM tools. Use of the family engagement model Safety Organized Practice (SOP) has been key to capturing quality information to make informed decisions to ensure quality services are planned and provided to children in the child welfare system. Safety Organized Practice regularly includes service providers funded by CAPIT/CBCAP/PSSF funds thereby including these programs in the quality assurance system. In addition, CAPIT/CBCAP/PSSF funded programs are subject to quarterly and annual reporting where outcomes are tracked and monitored. These outcomes are considered when the Domestic

Violence/Child Abuse Prevention Council meets to evaluate the programs and services being considered for CAPIT/CBCAP/PSSF funding.

Quarterly Data Reviews

Child Welfare and Probation policies also include quarterly reviews of performance outcome measures identified in Quarterly Data Reports made available through U.C. Berkeley and reviewed together with California Department of Social Services (CDSS), Outcomes and Accountability staff. Sutter County enjoys a good working relationship with CDSS Outcomes and Accountability staff, as well as with staff from the Office of Child Abuse Prevention making the county's quality assurance process a collaborative one. The quarterly conferences with CDSS include Child Welfare and Probation leadership as well as front line social workers and probation officers in order to enhance staff understanding of how day to day case management decisions impact larger measurable outcomes which ultimately helps staff develop a broader perspective. This perspective in turn aids in understanding the significance of policies and practices that are in place to impact these outcomes. By drilling down to case-level data during these quarterly reviews, Child Welfare and Probation leadership are also able to connect case-level information to quarterly data measures, which enhances understanding and aids in the development of relevant policy decisions.

Effectiveness of ICWA and MEPA

Policies are in place for monitoring the Indian Child Welfare Act (ICWA) and Multiethnic Placement Act (MEPA) including a weekly Peer Review process, regular feedback from County Counsel's office, and periodic review conducted by the Administrative Office of the Courts. There are no federally recognized tribes in Sutter County so the incidence of cases impacted by ICWA is relatively infrequent. However when a case involving an ICWA child occurs, the county strives to carefully and fully adhere to proper procedures as outlined in regulation and in law, and is guided in these efforts by the processes described above.

The Child Protective Service's social worker is expected to inquire of any available parent or relative, at the time of a child's removal, if the child or parents are possibly of Native American heritage. Any parent appearing at the Detention Hearing is provided an ICWA-20

form (Parental Notification of Indian Status) and is ordered by the Juvenile Court to complete the form and return it to the Department within two (2) working days. The Department provides a Notice of Hearing, birth certificate and Petition to the Bureau of Indian Affairs, Secretary of the Interior, and any possible tribe(s) that may recognize the child as coming within the ICWA laws. Notices of Hearing are mailed registered and return receipt requested. If a tribe notifies the Department in writing that the child is not recognized by their tribe, then the written documentation is attached to the social worker's next court report and Notice of Hearings are no longer mailed to that tribe. The social worker is to address in all court reports the issue of Indian Heritage, including identifying tribes that are mailed a Notice of Hearing. The Juvenile Court reviews the social worker's report for compliance. Notice of Hearings, any contact with tribes, and information from family or relatives regarding Indian Heritage is documented in CWS/CMS.

Coordinated Mental Health Screening and Assessment

Much has been done to ensure comprehensive and coordinated screening assessment and treatment planning occurs to identify children's mental health and trauma treatment needs. Sutter Yuba Mental Health (SYMH) staff are collocated within the Child Welfare office to support prompt identification of needs, and to aid in communication between providers. Children referred for psychiatric evaluation or medication evaluation need only go steps away to the Sutter Yuba Mental Health Youth Services branch which resides within the same building and shares a lobby with Child Welfare. There are weekly scheduled collaborative meetings between SYMH and Child Welfare staff, as well as each agency being willing and available to participate in "Super-Staffings" on a moment's notice, in which staff from both areas, along with community partners involved with the family such as schools, probation, regional centers, law enforcement, or community based organizations come together to share information and plan together an appropriate and agreed upon plan for and with the family. Such access and cooperation leads to comprehensive and coordinated mental health service to children in both Child Welfare and Probation.

Psychiatric Service and Psychotropic Medication

When screening and evaluation determines that psychotropic medications may be needed, children are referred to a child psychiatrist at SYMH and are monitored by a Public Health Nurse (PHN) who is also co-located within the Child Welfare branch. Tools for monitoring psychotropic medication include SafeMeasures®, careful monitoring of CWS/CMS data entry, and supervisor follow up to verify appropriate authorizations are obtained from the court, via form JV-220. The parents, if their whereabouts are known and parental rights have not been terminated, are notified of the request to treat the child using psychotropic medications. In addition, the attorneys of record are notified. If all parties agree to the request the Juvenile Court Judge can sign the JV-220 request without a hearing. If any party disagrees with the request then the matter is heard in the Juvenile Court. The social worker maintains contact with the foster parent, foster family agency social worker, therapist, and/or physician to ensure that the child's mental health needs are being met, and these contacts are documented in CWS/CMS. The county's quality assurance monitoring system involves the participation of a co-located Public Health Nurse who works closely with social workers to ensure that appropriate authorizations are maintained and that regular monitoring occurs to ensure that safe and appropriate administration, or cessation, of medication occurs. This has proven to be an effective monitoring system. Beginning soon, data matching reports will be available matching medication payment data from the Department of Health Care Services with authorization data from CDSS to serve as another mechanism for careful monitoring of psychotropic medication for children in foster care.

Monitoring Mental Health, Physical Health, and Educational Needs

Tools such as SafeMeasures® and the CWS/CMS health and education passport are also used to ensure that a child's physical health and educational needs have been adequately identified and addressed. The child's mental health and physical health needs are also monitored to by the Public Health Nurse. Supervisors routinely review this information and these basic needs are part of any evaluation meeting for a child including Peer Review discussions and Safety Organized Practice meetings. Social workers work closely with the PHN,

health care providers, mental health and education providers, coordinating care and facilitating the transmission of important information between systems for the benefit of the child.

Service Delivery for Special Needs Children and Their Families

Special needs are identified through targeted assessment tools and social worker coordination with families, health and education providers. The co-located PHN conducts developmental screening with every child entering Child Welfare services. Screening involves use of the Ages and Stages Questionnaire (ASQ2) along with interviews of the child's care providers and face to face observation. Results of screening lead to referrals and follow up with the corresponding school service, specialty mental and physical health service, or regional center services to support children and the families providing care to them. Regional center staff partner with the County through participation in a number of collaborative meetings in which family needs are discussed.

Family Involvement in Case Planning

The County has policies in place for documenting and monitoring family involvement with the case planning process. Social workers document in reports to the court the family's role in the development of case plans and strive to develop coordinated case plans that target the family needs and align with other goals the family has such as those identified in their CalWORKs or Probation plans.

The social worker works cooperatively with the family to create a Case Plan that is reviewed with the parent(s) and children. Case Plan Conferencing is often utilized to accomplish this task, empowering the family to provide needed input regarding the family's strengths and needs. The social worker inquires of the parent(s)/child if there are other services not outlined in the Case Plan that they feel would benefit them. The social worker is to enter a contact in CWS/CMS that the Case Plan has been reviewed with the parent(s)/child and can check the appropriate box in CWS/CMS once the parent(s) have signed the Case Plan. The Case Plan is then normally presented to the Juvenile Court and attorneys of record at the Dispositional Hearing. The parent(s)/child's attorney can advise the Court if they do not agree with the Case

Plan. If the Case Plan is found reasonable and appropriate by the Juvenile Court, the Court orders both the Department and parent(s) to follow the Case Plan.

Concurrent Planning in Family Reunification Cases

Social workers engage the family in discussions about concurrent planning at the onset of the case and ask the family to identify potential relatives or Non Related Extended Family Members (NREFMs) that would be suitable for long term placement, guardianship, or adoption of the children if reunification fails. This concurrent plan is reviewed with the family periodically, and reported to the Court. Every case receiving reunification services is subject to concurrent planning and social workers are trained how to address this difficult dichotomy with bio parents and foster families.

Meeting Termination of Parental Rights Timelines

The decision to Terminate Parental Rights is made at a hearing pursuant to Welfare & Institutions Code, Section 366.26. Prior to the hearing, the county social worker, in conjunction with a State Adoptions Specialist, makes a recommendation to the Court in regards to a Permanent Plan for each child. Concurrent plans and recommendations for termination of parental rights are explained and documentation of compelling reasons is in the social workers court reports and reviewed by the Juvenile Court Judge. Social Workers are keenly aware of timelines regarding reunification and termination of parent rights and have access to weekly legal consultation when there are questions or uncertainty about timelines or exceptions. However, the Court is ultimately responsible for compliance with TPR guidelines. The Administrative Office of the Courts (AOC) conducts periodic reviews and provides feedback for compliance with TPR guidelines.

Transitional Independent Living Plans (TILP)

Social workers and probation officers complete Transitional Independent Living Plans (TILP) with any foster child age 15 ½ and over. Plans are created in CWS/CMS and attached to the social worker's court report and must be developed with the youth's participation, and signed by the social worker and supervisor.

Youth are included in case planning and in Transition Conferences which occur as they approach the age of majority and are preparing for adulthood. The county monitors compliance with transition planning activities through SafeMeasures® reports available to social workers, supervisors, and managers. CWS/CMS issues a reminder and due date for the Transitional Independent Living Plan (TILP) and remains as a reminder until a plan is created and approved. The TILP must be reviewed by the youth and his or her ILP Coordinator, social worker or probation officer at least once every six months to ensure the youth is completing the objectives and goals contained in the TILP and that these goals are adjusted as the youth's needs change. The TILP is an important part of planning with youth who are approaching adulthood and a useful tool to begin discussing the options available to the youth for their life after age 18.

Addressing the Needs of Children and Youth

The county strives to address the needs of youth, and all children from infancy through young adulthood through a system of frequent evaluation, collaborative decision making, and regular attention to the goals of safety, permanence and well-being. Evaluation is ongoing throughout the life of the department's involvement with the family or child and involves utilization of tools and instruments such as SafeMeasures®, Business Objects reports, SDM, county developed tracking tools, and a culture of collaborative decision making in the Safety Organized Practice model that places families in the center of the planning process. Through these means, Sutter County is able to establish priorities for services and standards aimed and helping families and children achieve positive and lasting change.

Quality Assurance Systems-Probation

The Probation Department manages Quality Assurance through a system of checks and balances outlined in their Business Rules. Deputy Probation Officers (DPO) in the Juvenile Division collaborate with the minors on their caseloads, as well as their family members, to prepare Case Plans that target the minors' criminogenic needs and reduce their likelihood of reoffending. The Case Plan interventions frequently include community partners. This may include referrals to counseling, pro-social activities, community service providers, school-based

resources, and internal programs such as Cognitive Behavioral Therapy for Substance Abusers and Functional Family Therapy.

The Case Plans and Case Notes are then reviewed by Supervising Probation Officers to ensure that the Case Plans are considerate of the needs identified by the PACT Assessments. The PACT Assessments are also randomly audited by PACT Liaisons who then provide additional training and assistance to the DPOs.

Every Case Plan is reviewed at intake, six month reviews, changing events such as new offenses, violations of probation or successful completion of Case Plan interventions, and upon consideration of termination of the case.

Case Notes, or “Chronos,” are entered by DPOs on a daily basis, and are reviewed by Supervising Probation Officers on a monthly basis. The Deputy Chief Probation Officer also conducts random caseload audits and reviews Chronos for Quality Assurance.

This process of checks and balances serves to identify strengths of the Probation Department, as well as areas where further training and support is needed. Those considerations are then integrated into the Probation Department’s internal trainings, which include Motivational Interviewing and Case Planning Booster Trainings on a quarterly basis. There are also weekly Case Plan “Think Tank Sessions” and bi-weekly staff meetings, where the entire processes of assessing, supervising and case planning are discussed. The vision of improving outcomes through Evidence Based Practices is communicated through all of these mediums to ensure Quality Assurance.

Service Delivery for Special Needs Children

Assessment of special needs begins at the initial intake appointment and includes the officer’s assessment of the minor, as well as information obtained from the minor’s legal guardian and other collateral contacts.

If the officer assesses that the minor may have special needs, or if the minor has had any previous regional center involvement, then the case is typically referred to the FAST committee.

If a matter is referred to the Court system and competency is a concern, the minor's attorney is informed and a competency hearing is requested.

For minors with special needs that are deemed competent and ultimately placed on a program of supervision, Probation utilizes the community resources recommended by the FAST committee and the minor's school IEP team to create a Case Plan for the minor's rehabilitation that is considerate of the minor's special needs.

If the minor is found not competent, then the matter is dismissed by the Court and the Probation matter is closed.

CBCAP/CAPIT/PSSF

Effective Fiscal and Program Accountability

The Sutter County Human Services Department – Welfare and Social Services Division, maintains complete financial records of the CAPIT/CBCAP/PSSF costs, operating expenses and program statistics to capture participation and evaluation data. Data is received from providers via quarterly and annual reports. Information gathered from service providers is input into a computerized Excel spreadsheet where it is maintained until compiled and submitted to the Office of Child Abuse Prevention (OCAP) as required. Effective 2015, this data will be entered into a new computer database system as required by the OCAP called Efforts to Outcomes, or ETO. Data will be entered into the ETO system to ensure fiscal and program accountability. Additionally, CAPIT/CBCAP/PSSF contracts are routinely monitored through in person reviews and phone calls by administrative and accounting staff of the Welfare & Social Services Division.

The overall grant administrator and OCAP liaison is the Welfare & Social Services Deputy Director. The OCAP liaison is responsible for overseeing the Request for Proposal (RFP) process, securing Memorandums of Agreement (MOA) for the provision of services, collecting and analyzing data, preparing required reports and the dissemination of prevention/family support information. In addition, the OCAP liaison oversees monitoring of the subcontractors, which consists of program review, determining the number of participants, and assuring consistency in providing services and evaluating consumer satisfaction. Other duties include facilitating the integration of local services, assuring grant compliance, ongoing data collection,

preparing annual reports and outcomes evaluations. Since the funding for the CAPIT/CBCAP/PSSF grants originate from different sources, Sutter County separately tracks service providers' expenditures, service components and data on individuals and families served. This information is used for program monitoring, evaluation and mandatory reporting and to assure that service providers are accountable for CAPIT/CBCAP/PSSF funds received.

On an ongoing basis the County assesses the CAPIT/CBCAP/PSSF service providers' accountability and service delivery systems to identify the strengths and needs. Each service provider submits a scope of work with their program proposal. The scope of work and the quality, nature and extent of the activities described therein are material upon which the department, the Domestic Violence/Child Abuse Prevention Council, and the Sutter County Board of Supervisors rely in determining the allocation of funds to each service provider. Any change in the method or mode of the conduct or operation of the scope of work may not be made without prior approval.

To date, there has been little need for the corrective action process as service providers receiving OCAP funds understand the mission and goals and maintain accountability for the services they provide. When corrective action is necessary, this is accomplished through the OCAP liaison who contacts the agency to establish a plan for correcting problems that may lead to the agency's inability to meet established goals. When the correction does not fully occur and services do not meet the expectations and outlined in the Memorandum of Agreement established with the agency, then the agency is not funded for these services in future years if a viable plan for correction cannot be achieved. For this reason, services go out to bid via the RFP process annually and are not guaranteed to any agency, ensuring only those that meet the objectives are funded again.

The CAPIT/CBCAP/PSSF service providers each develop a system through which recipients of services shall have the opportunity to express and have considered their views, suggestions, grievances, and complaints regarding delivery of services. The agencies determine which collection method is best for their clientele. The systems include surveys, phone calls, discussions and written communication.

As part of the ongoing CAPIT/CBCAP/PSSF program monitoring, the OCAP liaison ensures that service providers are expending funds on allowable services and populations through the gathering of data. The agencies receiving CAPIT/CBCAP/PSSF funds provide an annual report about their program and services. The annual reports prepared by each agency include demographic information on the families and children serviced attendance counts and evaluations by the consumers of services. These reports and the Domestic Violence/Child Abuse Prevention Counsel, under the direction of the OCAP liaison direct any plan modification that is necessary.

The Human Services Department requires that all CAPIT/CBCAP/PSSF service providers maintain books, records, documents, and other evidence of accounting procedures and practices, sufficient to reflect properly all direct and indirect costs of whatever nature claimed to have been incurred in the performance these programs, including any matching costs and expenses, with accounting of separate funding sources, for a period of three (3) years after final payment under the MOA.

Critical Incident Review Process

Sutter County Child Death Review Team

The Sutter County Child Death Review Team (CDRT) reviews all deaths of children from birth through age 17 that occur within the county, other than natural deaths of newborns in the hospital, if that family resides in another county. The team also reviews deaths of children who are Sutter County residents, even if the death occurs outside the county, since the dynamics that contribute to the death often begin in the home environment, or the death is that of a critically ill or injured child transported to an out-of-county hospital prior to dying.

The CDRT has been coordinated by the Public Health Maternal, Child and Adolescent Health Director, who continued as Coordinator when she became Director of Public Health Nursing. She also co-chaired, with a detective, (6 over the years, as their assignments changed) from Sutter County Sheriff-Coroner's Office. From 2001-2007 she also served as a member of,

and for one year as Co-Chair of, the California State Child Death Review Council, which was under the authority of the Attorney General’s Office until loss of funding caused the Council to be discontinued. This was beneficial since it gave a voice for the smaller county perspective.

Sutter County CDRT meets quarterly if there are cases to be reviewed, and consists of professionals from a wide range of agencies that can provide valuable information into the circumstances surrounding each death. Meetings adhere to the strict legal confidentiality guidelines of multi-disciplinary teams as regulated by the California Penal Code and the California Welfare and Institutions code. Each member signs a confidentiality agreement and the sign-in sheet for each meeting also contains the wording of that agreement.

The primary objectives of the child death review process are to identify deaths caused by child abuse or neglect; to increase knowledge surrounding preventable deaths and to formulate prevention strategies; to analyze trends in County child mortality; and to strengthen interagency communication regarding responses to child deaths. The team looks at trends and commonalities in causes and details of death, and looks at strategies that can help prevent future child deaths that might occur from circumstances similar to deaths that have been reviewed. The team also discusses “close calls”, which are situations in which the child avoided death, but which easily could have ended in a fatality. The team members and member agencies share the common goal of preventing those child and adolescent deaths that do not need to occur.

Meetings also serve as a forum in which team members can share information pertinent to any issue involving child deaths, death and injury prevention, or agency procedures and communications regarding child deaths and the ensuing investigations. The discussions and knowledge base gained have assisted participants in understanding the operations and systems of the other agencies, and how best to overcome possible obstacles in communicating with one another when child deaths are involved.

In 2012, eight child deaths occurred in Sutter County. However, these deaths were attributable to accidental deaths and severe birth defects. There have been no recent trends related to deaths caused by child abuse or neglect. In the past when a trend of fatalities related

to shaken baby syndrome was identified, the CDRT responded to fatalities/near fatalities caused by babies being shaken by launching an awareness campaign which was a successful strategy which increased awareness.

National Resource Center (NRC) Training and Technical Assistance

NRC has not been a partner in Sutter County's ongoing assistance with training or technical assistance. Sutter County continues to collaborate with California Department of Social Services (CDSS), Outcomes and Accountability (OAB) and Office of Child Abuse Prevention (OCAP) consultants as needed.

Peer Review Results

FOCUS AREA AND METHODOLOGY

A Peer Review was conducted in Yuba City, California, on May 18 through 20, 2015. Child welfare social workers from Butte, Glenn, Yolo and Yuba Counties and probation officers from Colusa and Yuba Counties participated as peer reviewers.

The Peer Review process is used in California as an avenue for each county's child welfare and probation to conduct an in-depth qualitative analysis on one specific focus area, or outcome measure. This process requires both agencies to conduct a quantitative analysis of each state report outcome measure and, in partnership with the California Department of Social Services, select the outcome measure which requires a closer look. Sutter County child welfare and Probation both elected to examine Placement Stability, specifically Measure C4.3. For the in-depth quantitative analysis of this measure, please see the subsequent section titled *Outcome Data Measures*. Peer counties were selected to conduct the review based on a review of data statewide showing counties which consistently perform well on the selected outcome measures.

The Peer Review opened on the morning of May 18, 2015 with introductions and a training which included an overview of the C-CFSR, a description of Sutter County, identification of the outcome area which would be the focus of the review, and a discussion of County performance and progress on this outcome. Participating were California Department of Social Services consultants, Northern Training Academy staff (facilitators for the review), and child welfare and probation staff and administrators. The presentation was followed by training on the interview process and tools for the peer reviewers.

During the three-day review, a total twelve (12) interview sessions were conducted; nine of which were child welfare cases and three probation. Cases were selected for which the peer review planning team believed would elucidate both strengths and challenges existing in the system which contribute to the county performance on the appropriate outcome measure.

The California Department of Social Services provided standardized tools for use during the Peer Review which were based on a review of the literature for best practices relating to each focus area.

Once the cases were identified, social workers and probation officers who were the primary practitioners on the case were notified and given the appropriate interview tool to review so they could prepare. A total of seven (7) social workers and one (1) probation officer were interviewed; it is important to note that Sutter Probation has one officer in its juvenile placement program.

Following the completion of interviews peers were provided time to debrief, during which they analyzed the interview information to identify common themes regarding strengths and challenges of the Sutter County child welfare and probation systems. They were also asked to provide recommendations for improvement. The summary of these themes are outlined in the Summary of Findings section that follows.

SUMMARY OF FINDINGS

In the course of their individual case review and debrief, peer reviewers were asked to identify and assess promising practices, barriers/challenges and to make recommendations for improvement and share promising practices from their own counties. The following sections outline those findings:

Child Welfare Services

The challenge at using a Peer Review to assess social work practice on a measure such as Placement Stability is that the cases under review may not accurately represent current practice. For example, one case selected for review entailed a child who entered the foster care system nine years ago. In this case family finding occurred in the beginning of the case and the child was placed in a relative placement via Interstate Compact for the Placement of Children (ICPC) in the first two years, but later failed due to the behaviors of the child. This case also had extreme mental health and behavioral problems and it would be inaccurate to describe this case as having “typical” systemic challenge for Sutter County, as this situation is irregular with interstate placement and best practice around mental health is now being implemented in Sutter County.

The data below attempts to show some of the nuances of the cases reviewed and the identified process or resource issues. The caveat that must be considered however, is that, in continuing to use the example of Mental Health treatment, it was discovered that Sutter County did not always have the access to timely mental health services in older cases, but they are now being served through Sutter Yuba Mental Health. In the case that youth are placed out of the area and there could be delays in accessing care or behavioral supports, it is recommended that the county look at methods to support removing these barriers to support Placement Stability.

Child Welfare

Strengths

Peer reviewers identified several best practices utilized by Sutter County child welfare which successfully impacts Placement Stability, both systemically and individually. Identified strengths include:

- The agency and staff members have demonstrated the ability to engage families and help them to become a part of case planning, accessing services and advocating for the perceived needs of their family. Workers had early and ongoing engagement, made timely referrals to appropriate services and maximized the use of community resources that were available to clients.
- The counties use of Ice Breakers meetings to help break down barriers between families and foster families. The use of this program, which the county has developed and instituted is intended to be used for cases in Family Reunification and Permanency Planning to help have early engagement with families around placement and working together, as well as bringing in the foundational groundwork of Safety Organized Practice. This program supports the child's transition into a new home through the exchange of information about the child between the birth parent and foster family. This opens the participants to the team dynamic of all the involved parties, including the Social Worker, Birth Parents, foster family, and youth, when appropriate. Also, when a good connection was built with a bio and foster family, the agency supported a mentoring relationship between families that help support transitions and successful aftercare for reunifying families.
- Peers identified that that social workers had developed strong rapport building with families and youth and are active in trying to engage them in planning and services.
- Social workers have demonstrated passion and dedication to their work and the families they serve. Though there is a great variation in the amount of experience in the social workers that were interviewed, all social workers shared their commitment with the Peers.

- There is a strong partnership between the Public Health Nurse and the child welfare social workers; the nurse is co-located in child welfare and works to gather and maintain medical records for foster youth and assist the social workers in maintaining the Health and Education Passport for each youth. This partnership helps to ensure that medical, dental and vision needs are consistently met for foster youth, as well as ensuring that any advance health needs are met, including finding doctors or specialists for treatment. CHDP's were done in a timely manner for all children in cases reviewed.

Challenges

Peer reviewers identified specific challenges Sutter County child welfare faces which are tied to the placement stability of youth in care. These barriers and challenges include:

- There is a need to help increase and support the Relative assessment process. Peers found that the county used the Relative assessment process for placements, but only a low percentage of cases actually had approved relative placements. The process lacks efficiency and can take extended amounts of time. Workers expressed a desire to have the Relative assessment process and placement with family made a higher priority than the county is currently operating at.
- The county conducts an initial inquiry as to relative placement during the beginning of a case. Though workers are interested in increased family finding, there is not a formalized Family Finding Process in place at this time to help workers provide better family finding efforts.
- In addition to increased family finding and relative placements, peers identified an observed need for placement matching and more total placement options. Currently there are limited placement options in Sutter County and 50% of placements are out of county. This represents a challenge for the departments' resources in staff time to see youth placed out of county and barriers to accessing services for youth placed out of county. Additionally, there are limited homes that can accommodate sibling sets, which was identified as a need. Peers also felt that the workers all doing their own placements created a workload challenge and saw a need for more foster care recruitment.

- Foster parents were perceived to generally have unrealistic expectations of youth, or a lack of understanding of the needs of foster youth in their care. This includes children who have been exposed to trauma and may have behavioral challenges, mental health or developmental needs or just need better support during transitions. Social workers attributed much of this to a need for further training and supportive services for foster families to be better prepared for working with youth who have these needs.
- Sutter County utilizes CWS/CMS as its case management system, but operates under the dedicated county model. Under this model, the county social workers have state approved computers that have limited access to the internet. This presents a challenge for worker's in conducting family finding, searching for placements, resources, etc. There is limited access to terminals that have full access, but there are only a handful of these terminals and this resource issue presents a challenge that creates time constraints on service delivery and increased worker frustration.
- Workers have access to cellular in the field but not smartphones. Having access to a smartphone in the field would help support workers in doing business and having quick access to information and resources. Peers felt that this might help to meet the need with limited terminal access in the office as well.
- There were several areas that Peers identified as being in need of formal policy & procedures or processes, including:
 - Placement process, guiding how to best conduct placement matching and guiding staff on steps to make placements and can also be used as part of the training processes to ensure consistency between workers.
 - Group Home placements are not done as frequently by workers, but a policy to help staff that can guide them through finding better group homes placements and matching would help make better use of the social worker's time. It may be helpful to view Probation's process for finding placement in group homes, as they most often place in group homes.
 - General policies and procedures for the office, to support the training of new workers, provide continuity of services to clients and help support employee

morale. This would also help to ensure that there is clear communication around changes to policies and practices within the office.

- Team Decision Making (TDM), Safety Organized Practice (SOP), and Wraparound services (WRAP) were identified as either not utilized or underutilized on a consistent basis. Though it was identified that all three services or programs are in place in the county, Peers found that these resources were not consistently utilized in all cases that were reviewed or were not documented. Again, these were recommended to have written guidelines put into place to help support consistent use in cases.
- Peers found that social workers had full caseloads and did not have enough time or resources to do their job. For example, several workers felt that due to the time constraints for filing court reports, they were limited in being able to do more family engagement or family finding in the beginning of a case. Another challenge is that workers are doing all levels of case management, including visitation supervision, placements, court reports, and all administrative tasks. Peers felt that adding some administrative support or specialized tasks might help to streamline some processes and help to ease the strain on workers.

Recommendations

Peer reviewers were asked to make recommendations to improve outcomes for child welfare regarding placement stability. Recommendations identified during the peer review for CWS included:

- Have a dedicated placement worker and a Relative Assessment worker(s) to help support an increase in relative placements and better placement matching for remaining children in foster homes. This could support more stable placements and reduce placement moves for youth, supporting reunification and reducing trauma. These two positions could also support one another and be cross trained to offer coverage.
- Streamline the Relative Assessment process to make it easier for workers and families to go through home approval, and consider establishing an emergency placement process

as well. This goes hand in hand with the suggestion for a dedicated worker that can handle placements without the conflict of interest of carrying a caseload.

- Following detention, or in the first few days after detention, have TDM or SOP meeting where relatives can be identified for placement early in the process. This early engagement may help to keep children closer to home and with relatives where they may experience few placement moves.
- Provide workers with Internet access in the office and or smartphones.
- Attend Northern California Placement Committee meeting (NCPC), which may help in the development of placement program and in developing network of support and policies and procedures.
- Offer more training about what group homes /FFA's are available. What is needed from group homes for the youth to succeed in their program.
- Clear policies and procedures about all levels of placement. Also, developing placement resources, such as a spreadsheet about each placement, including interests and preferences that is kept up to date and used for placement matching.
- Internal unit/team/placement meeting where pertinent information can be shared between all employees, including supervisors & managers.

Probation

Strengths/Promising Practices

Peer reviewers identified several best practices for probation impacting placement stability, including:

- Good communication and collaboration between members of multidisciplinary teams and service providers.
- Probation officer demonstrated the ability to engage families and get parental and youth participation in case planning and services.
- Probation officer built strong rapport with service providers, youth and families.

- Probation officer demonstrated extensive knowledge of cases and thorough documentation in case files, as well as dedication and passion to serve their clients.
- Probation officer is invested in the minors and their success.
- Probation officer is very knowledgeable about available resources and services, as well as placement options for youth and their associated treatment programs.
- Probation officer works to find the best matches for therapists & group homes to the child's needs and best interests. This included site visits, interviews and checking of program outcomes prior to placement.
- Probation officer builds rapport with the minor, group home staff, and other agencies. Including inter-county collaboration to help increase access to services for clients and through the life of the case through aftercare or transitions home. The PO met regularly with the treatment team from the group home, youth and service providers to ensure that the youth's needs were being met and to ensure program success.

Challenges

Peer reviewers identified specific challenges Sutter County probation faces which are tied to the placement stability of youth in care. These barriers and challenges include:

- Probation officer should receive training on Concurrent Planning and Family Finding after the initial intake phase. May want to look at cross training with CWS on sharing resources and also learning about the Relative Assessment process for placement when stepping down from group home care. This ongoing family finding should occur through the life of the case.
- Attend Northern California Placement Committee meetings, which may offer additional input on various placements options, facilities and updated state policies.
- There are limited Placement options; consider looking at alternative placements or for more programs, including the option of trying to recruit for a local group home. Continue to improve placement matching in hopes of supporting increased placement stability.
- Due to the dual data entry of CWS/CMS and probations internal case management system, this duplicative documentation is time consuming and presents a challenge for

worker's to learn both systems. Also, with limited cases that probation needs to enter, it is challenging to develop proficiency in CWS/CMS and ensure correct data is extracted for state and federal outcome measures.

- In cases where more intensive treatment facilities are needed, youth could theoretically be sent out of state. The county has not done this in years, as this is disruptive and cost prohibitive. There is a need for more intensive treatment options for in-state placement.
- Probation youth and families have limited access to services and resources; there needs to be an increase in programs for this community.

Recommendations

Peer reviewers were asked to make recommendations to improve outcomes for Probation regarding placement stability. Recommendations identified during the peer review included:

- Training on Concurrent Planning and Family Finding, that addresses the process throughout the life of the case.
- Attend Northern California placement Committee (NCPC) meeting, which offers additional input on various placement facilities & updated policies.
- If there was a way to create and interface between the CWS/CMS system and the county case management system. This would help to streamline data entry, reduce workload and the occurrence of errors. Though this is beyond the control of the county, it would be worth advocating for and looking at data solutions as they state updates its current case management system.
- Duplicate dedicated probation officer.

Outcome Data Measures

The child welfare and probation data presented in this section has been pulled from the Child Welfare Indicators Project (CWIP) website, which relies on the Child Welfare System/Case Management System quarter four extract. It is important to note that each point in the set represents a one-year period and while data from CWIP is typically reported in “rolling quarters,” it is being presented as annual data for clarity. It should also be noted that annual data should not imply compliance nor non-compliance for all four quarters of any given year, but rather as a composite of all cases during that year.

Methodology: <http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx>

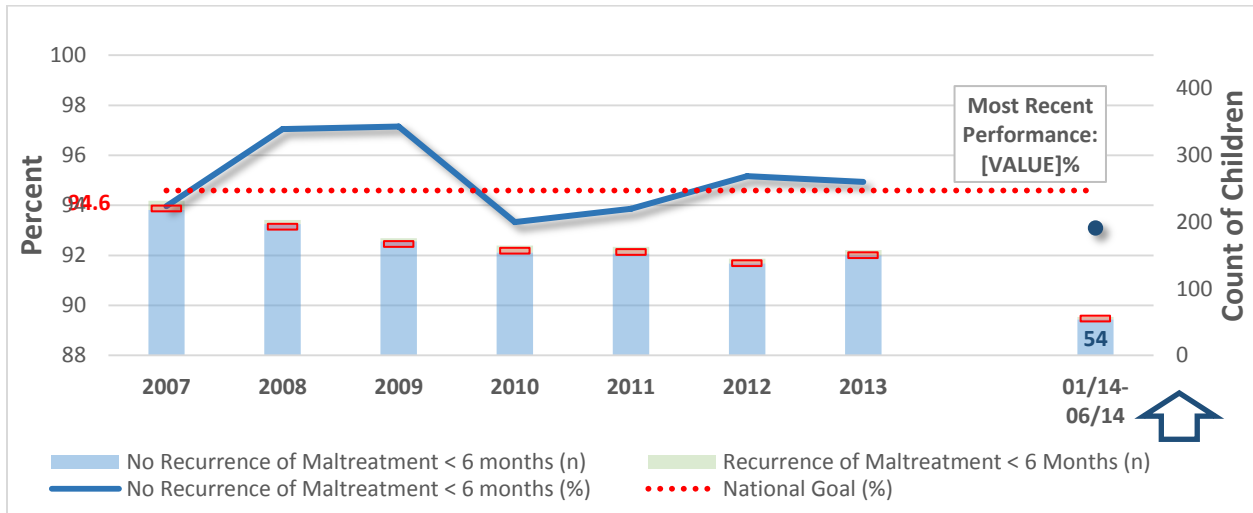
Data Source: CWS/CMS 2014 Quarter 4 Extract http://cssr.berkeley.edu/ucb_childwelfare/CDSS

CHILD WELFARE DATA

S1.1 NO RECURRENCE OF MALTREATMENT (FEDERAL STANDARD $\geq 94.6\%$)

Measure: Of all children who were victims of a substantiated maltreatment allegation within a specified six-month period, what percentage were not victims of another substantiated allegation within the next six-month period?

Methodology: Only allegations with a disposition are included. Follow-up substantiated allegations must be at least two days after the first one to be counted. Allegations of “at risk, sibling abused” and “substantial risk” are excluded.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data reflects that Sutter County’s performance on this Measure has achieved the national goal in six of the last eight years, and has only fallen below the standard in 2010 and 2011. The most recent data available (for the time period January 1, 2014 to March 31, 2014) indicates that Sutter County is currently above the National Goal, and was out of compliance on this measure by a count of three episodes in 2010 and two in 2011 of recurrent maltreatment. Sutter County has been in compliance with this Measure in 2013 and is currently performing at 93.1% for the 2014 quarters that are available.

Stakeholders identify that recurrence of maltreatment rates in Sutter County are impacted by the scarcity of services (including housing, domestic violence support groups, more parenting classes, and more Spanish speaking and Punjabi speaking services) in remote areas of the county and complex referral processes leading to a delay in access to services for families. Families with inconclusive allegations are offered preventative services such as case management, substance abuse services, parenting classes, home visiting and mental health services through local service providers, but not offered directly from the department. For those families referred to services after a referral is inconclusive, there exists a lack of follow-

through in services and a lack of accountability for parents when they do not follow through or the families do not meet the criteria for services through different providers, such as income too high, not offered services due to no open case, etc.

Stakeholders discussed the potential for using CalWORKs/Linkages to serve clients in crisis to help reach them while reducing the stigma a family might feel in working with a case manager. CalWORKs/Linkages workers can also help make formal referrals for services, maintain an open case without making the families subject to a CWS case, and can sometimes help pay for services, including drug treatment. In addition, stakeholders noted that a possible cause for recurrence of maltreatment is the two sided challenge that CWS involvement may increase stress in the family, leading to further escalation of chronic issues in the home such as cycles of domestic violence, substance abuse, and mental health issues. In addition, once families with a substantiated referral initiate services they are subject to “more eyes” watching their family which is believed to lead to an increase in re-referrals (or allegations of recurrence of maltreatment).

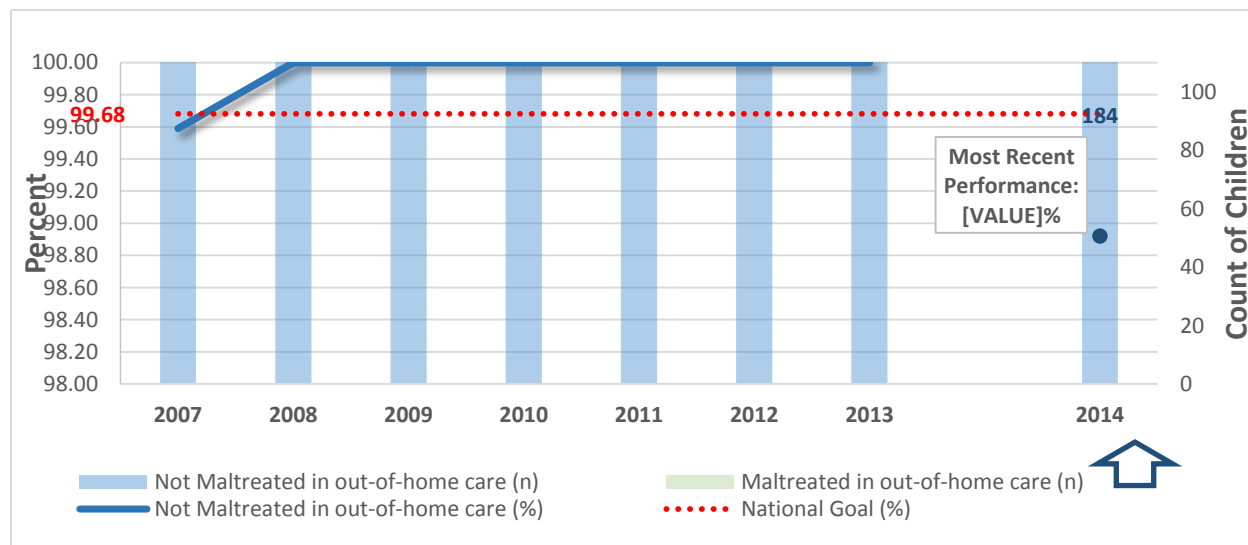
Stakeholders also discussed what’s working well in Sutter County to address safety issues and those include the use of the CalWORKs/Linkages program and the WRAP-Around program, which offers trauma informed services as best practices to address the root causes of abuse and neglect and reduction of recurrence.

Stakeholders identified several areas that could be changed to address being able to have faster and more effective interventions and follow up with families to reduce recurrence of maltreatment. Stakeholders reported that the social workers are perceived as not being able to do quick follow up (within a few days rather than weeks) and that the follow up should be in person rather than a letter whenever possible. Stakeholders suggested that having dedicated workers to follow up with these families, or with more flexible schedules who are able to meet after standard business hours might be more effective in reaching this high risk population. These workers could do more quality social work interventions and help provide simple but meaningful supports and improve engagement to help clients’ access services that may meet their needs and reduce the likelihood of future maltreatment.

S2.1 NO MALTREATMENT IN FOSTER CARE (FEDERAL STANDARD $\geq 99.68\%$)

Measure: Of all the children served in foster during a specified year, what percent were not victims of a substantiated maltreatment allegation by a foster parent or facility while in out-of-home care?

Methodology: Inconclusive and Substantiated allegations of abuse or neglect that occur in a foster care setting are counted.



ANALYSIS

Sutter County has been in compliance with this Measure (based on aggregate annual data) since 2007, but has dropped below the national standard in 2014 to 98.92%. In 2014 there were two documented incidences of abuse in a foster care setting involving a Sutter County child. Due to the high standard threshold of the measure and a trend of declining foster care placements in Sutter County, any occurrence of abuse in a foster setting that involves multiple children or any reporting period in which multiple incidences of abuse occurring in foster care settings will cause the County to be non-compliant with this Measure. It should be noted that cases that meet criteria for review in this Measure have remained low over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

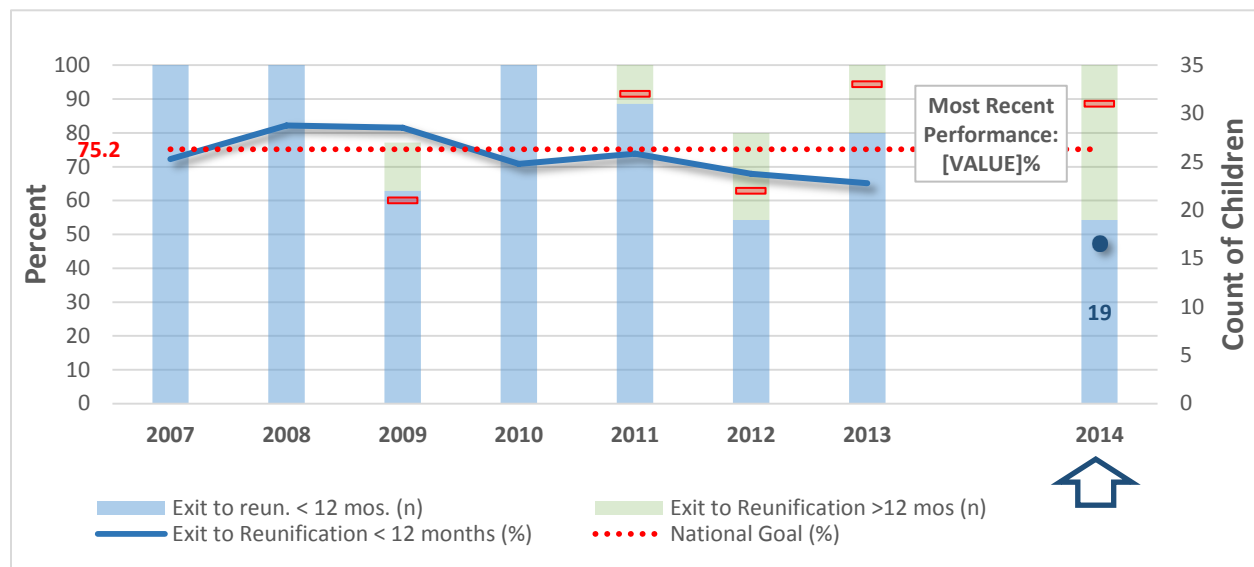
C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT) (FEDERAL STANDARD $\geq 75.2\%$)

A thorough analysis of measures C1.1, C1.2 and C1.3 is presented following the data for C1.3

Measure: Of the number of children that exited foster care in a specific year, what percentage of children were discharged to reunification within 12 months of latest removal?

Methodology: The 12-month cutoff to reunification is based on the latest date of removal from the home with children in care for less than eight (8) days excluded. Children with a current placement of “trial home” visit could be included if the visit lasted longer than 30 days.

“Discharged to reunification” is defined as an “exit from foster care to parent or primary caretaker.” If a child is discharged to reunification more than once during the specified year, the latest date is considered.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Sutter County has been in compliance with this Measure in 2008-2009, but has fallen below the goal since 2010. Performance on this Measure has slowly decreased over time, and the most recent performance in 2014 was at 47.5% for reunification within 12 months. However, it should be noted that since 2011, there is a trend of an increased

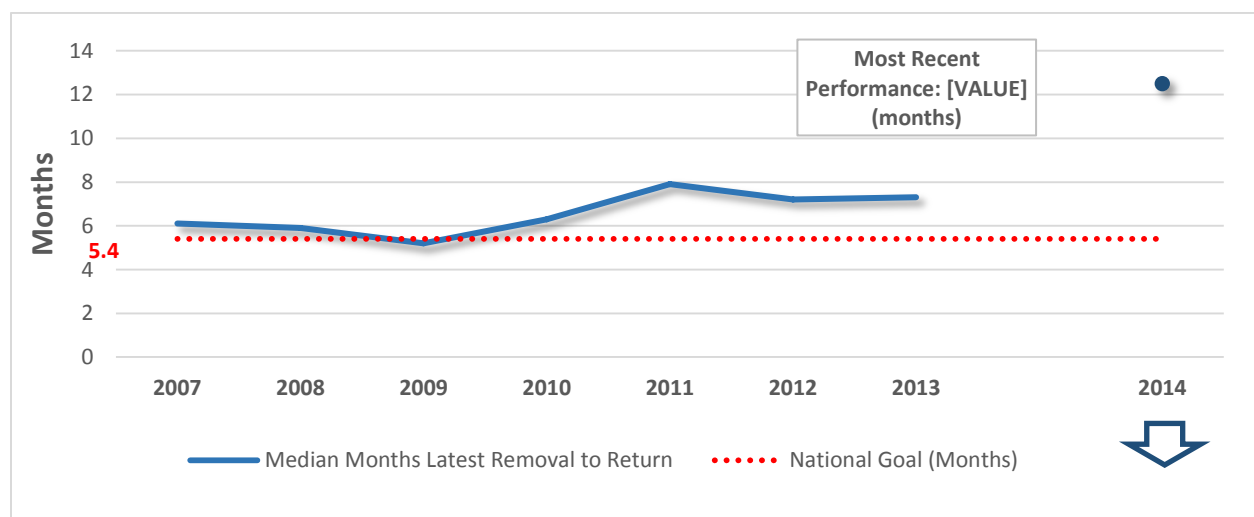
number of reunifications occurring after the 12 month mark, leading to the decline in this Measures performance.

C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT) (FEDERAL STANDARD $\leq 5.4\%$)

A thorough analysis of measures C1.1 and C1.3 is presented following the data for C1.3

Measure: Of all children discharged from foster care to reunification during a specified year, what was the median length of stay (in months) from the date of latest removal from home until discharged to reunification?

Methodology: This measure computes the median length of stay in foster care for children, at point of discharge.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *lower* numbers (months) correspond with successful outcomes. Please note the scale of the graph.

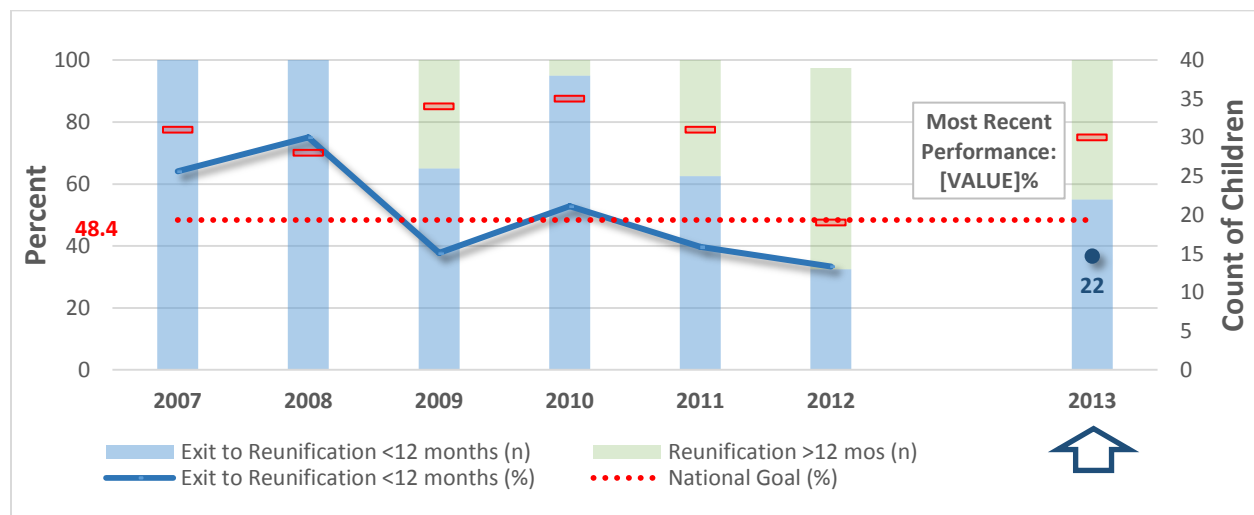
The data indicates that Sutter County is not currently in compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2010 and is continuing to trend upwards with a most recent performance in 2014 of 12.5, with a national goal of 5.4.

C1.3 REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT) (FEDERAL STANDARD \geq 48.4%)

A thorough analysis of measures C1.1 and C1.3 is presented following the data for C1.3

Measure: Of all the children discharged from foster care for the first time in a specified six-month time period, what percent were discharged from foster care to reunification in less than twelve months from the date of the removal. This is an entry cohort.

Methodology: The twelve-month cutoff to reunification is based on the first date of removal from the home. Children in care for less than eight (8) days are excluded in this measure. Children with a current placement of “trial home” visit could be included if the visit lasted longer than thirty (30) days. “Discharged to reunification” is defined as an “exit from foster care to a parent or primary caretaker”.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Sutter County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2011. However, it should be noted that performance on this Measure in the most recent reporting period (July 2013 to December 2013) indicates that the County met (52.9%) the National Standard of 48.4%; the County met the goal by exceeding the goal by a total of one (1) case during this timeframe. It should be

noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

As outlined in Sutter County's 3 year SIP and particularly in the last update submitted February 4, 2015, there is a trend on low re-entry rate data which is significant and likely a major contributing factor is the implementation of SOP. There appears to be strong ties between creating strong and healthy support networks around the entire family with the emphasis on safety elements for children involved. Continuing efforts to keep the momentum going will need to be strategized in the upcoming development of the new 5 year SIP. Early success with SOP tools and case planning and development along with cases being reviewed as part of a team effort as a peer group will likely become the foundation that will provide a strong structure to reunification and re-entry rates.

OVERALL ANALYSIS OF REUNIFICATION OUTCOME MEASURES

In an effort to improve this outcome measure, Sutter County has used The Salvation Army Depot Program funded under PSSF to connect parents with substance abuse issues and homeless families to a comprehensive treatment program and crisis center to support timely reunification of families. The Salvation Army Depot allows for Sutter County to return children to the care of their parents in their facility once the parent has reached certain treatment goals; this has contributed greatly to Sutter County's ability to reunify children with their parents timely.

Stakeholders identified several best practices strengthening timely and successful reunification efforts including consistent communication between social workers and service providers and reviewing the goals of the case plan, conducting regular Safety Organized Practice Family Mappings that create opportunities for family engagement in development of case plan and treatment goals, and follow up with families to ensure that they are not only connected to services, but are following through and being positively impacted by them. Stakeholders identified several programs that have a positive impact on families' successful reunification, including: First Steps Perinatal Drug Treatment Program; The Salvation Army Depot substance abuse and homeless families program; Child Developmental Behavioral

Specialists to support hands-on training; parent support groups; Children’s System of Care (CSOC) mental health and case management; individual and family therapy, Parent Child Interaction Therapy through Victim Witness; Peer Empowerment Support through a one-on-one mentor to assist in navigating community resources; and, Prevention and Early Intervention Mental Health Services. Additionally, it was noted when families received more support from the foster family, more aftercare supports, and are given room to participate in parenting while their children are in care it can help to support a successful reunification.

Sutter County has a commitment to providing safe, stable and local homes for their foster youth. The county strives to keep its youth in the Sutter/Yuba area, maintain them in schools whenever possible, and in their services and community support systems. One challenge to this priority goal is that the county relies heavily on the use of Foster Family Agency (FFA) homes, or on the identification and approval of relative and non-related extended family members (NREFM), which includes, coaches, teachers, family friends, neighbors, etc.. The county has one worker that conducts relative and NREFM home assessments and carries a partial caseload. During the Social Worker and foster parent focus groups, it was identified that dedicating a worker or two to address licensing and Relative/NREFM assessments might help to improve screening and home approvals, assist in making better placement matches, and help more quickly get youth placed in these homes. As these homes are more child specific, they often have an additional level of commitment to the youth and their family and can offer better placement stability and support in reunification.

Stakeholders identified some challenges to successful reunification including access to appropriate housing (coming up with deposits, waiting lists, safe housing), continued substance abuse and relapse, generational cycles of abuse and neglect, lack of support system, treatment of mental illness, lack of access to needed services, lack of understanding of the problem or how to help themselves succeed. In addition to the challenges faced by families, a systemic challenge is the communication between social workers and foster parents. Currently, many foster families want to communicate to the county social workers through their FFA social workers, rather than directly. This can lead to several challenges, such as insufficient details, delay in receiving pertinent information, and miscommunication about the care of the children

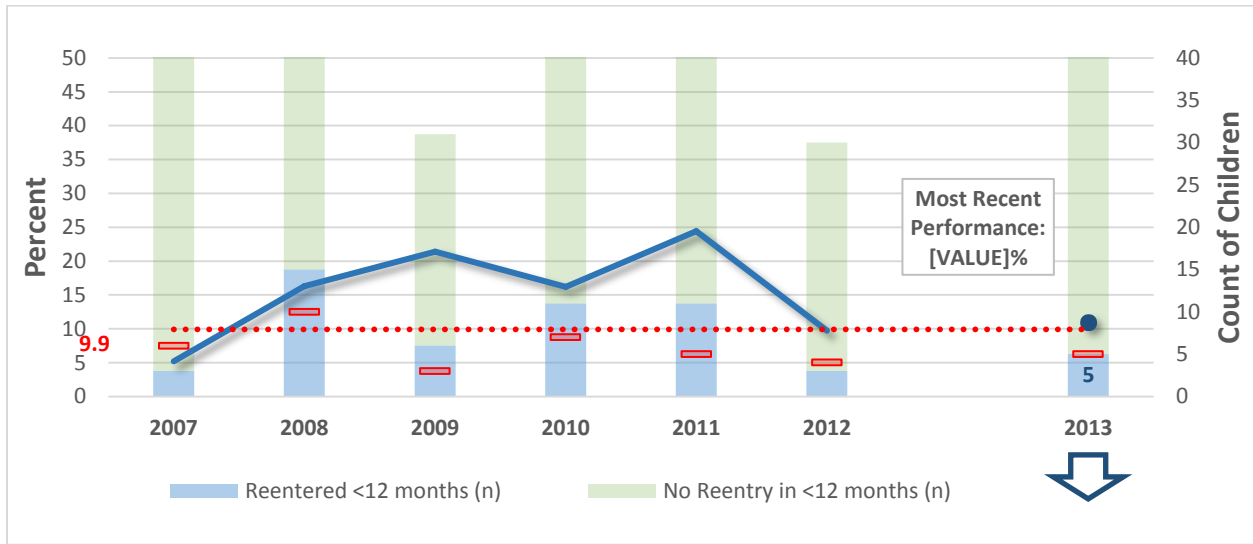
or the case. In order to create a more supportive and collaborative relationship with foster families, to support reunification and placement stability for youth, stakeholders noted that they felt that communication challenges should be addressed. The goal would be to reduce placement moves, help parents feel more secure about the homes their children are in so they can focus on reunification, improve child well-being, support foster and bio-parents' relationships, and foster better relationships between social workers and foster families.

Other challenges to successful reunification include foster parents lack of buy in to the case plan, reduced motivation of parents if child is in relative placement, and the need for more mental health and behavioral supports for families. Additionally, the court timelines are rigid and cause social workers to focus on strict timelines for cases, which takes away from the ability to do more hands on social work and engagement with families. Stakeholders identified the following needs as most important for supporting families to successfully reunify with their children: affordable housing in safe areas, income and employment, mental health and behavioral supports, transportation and positive, healthy support systems.

C1.4 REENTRY FOLLOWING REUNIFICATION (FEDERAL STANDARD \leq 9.9%)

Measure: Of the children who reunified with their parent or guardian after being in foster care, what percentage of the children reentered foster care in less than twelve months from the date of reunification?

Methodology: This measure computes the percentage of children reentering foster care within twelve months of a reunification. If the child is discharged to reunification more than once during the specified year, the first discharge is considered.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *lower* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Sutter County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2007. Sutter County has been out of compliance with this Measure for ten (10) of the last 12 consecutive quarters, dropping into compliance for two quarters in 2012. It should be noted that cases that meet criteria for review in this Measure have slightly declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

Stakeholders believe re-entry to be a persistent challenge for CWS in Sutter County. CWS involvement can, at times increase stress in the families who do not fully engage in the services and support being offered by the Department during the crucial early period of a case thus allowing this involvement to further escalate chronic issues in the home such as cycles of

domestic violence, substance abuse, and mental health issues. Re-referrals may be due to “more eyes” on the family after receiving initial CWS services and may lead to re-entry. Due to the severity of domestic violence and drug and alcohol abuse in some families, social workers may have to return to homes after reunification and remove the children despite careful safety planning and aftercare plans.

Stakeholders, as well as foster families, social workers and parent identified the Sutter County Ice-Breaker program as a resource for helping to create a more holistic and collaborative approach to creating a support for parents and youth during reunification, with the goal of reunifying and helping to create lasting change that will also reduce re-entry into the system later. The department uses these meetings, as well as Safety Mappings and other multidisciplinary team meetings to support families’ success. The family meeting process improves parents buy-in to the safety plan process and encourages an open dialogue with those involved in the parents and their children’s lives in order to have a clear understanding of safety and what each person can do to support the safety plan. The overall goal is to empower families and their natural support system to provide safety for the children without further CWS involvement.

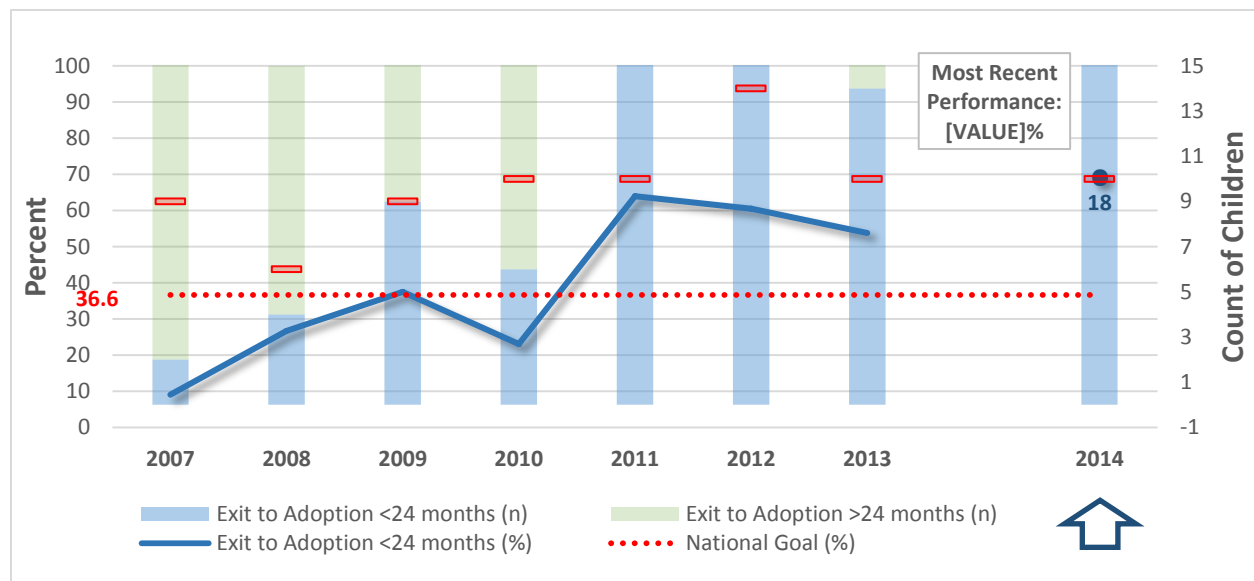
As outlined in Sutter County’s 3 year System Improvement Plan (SIP) and particularly in the last update submitted February 4, 2015, there is a trend on low re-entry rate data which is significant and likely a major contributing factor is the implementation of SOP. There appears to be strong ties between creating strong and healthy support networks around the entire family with the emphasis on safety elements for children involved. Continuing efforts to keep the momentum going will need to be strategized in the upcoming development of the new 5 year SIP. Early success with SOP tools and case planning and development along with cases being reviewed as part of a team effort as a peer group will likely become the foundation that will provide a strong structure to effectively address reunification and re-entry rates.

In an effort to decrease re-entry into foster care after being placed back in the family home, Sutter County has funded counseling through Casa de Esperanza through CAPIT, in order to provide ongoing counseling and resources for children and families struggling with domestic violence and domestic violence prevention.

C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT) (FEDERAL STANDARD $\geq 36.6\%$)

Measure: Of the children who exited foster care into adoption within a specific year, what percentage of children were adopted within twenty-four months of initial removal from the home?

Methodology: The twenty-four month cutoff to adoption is based on the latest date of removal from the home. Only placement episodes ending in adoption are included.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Sutter County is currently in compliance with this Measure, and has been in compliance (based on aggregate annual data) since 2011. However, it should be noted that cases that meet criteria for review in this Measure appear to have declined over time from a high of twenty (20) such cases in 2007 to eight (8) cases in the most recent reporting period (January 2014 to December 2014).

As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure. For example, the County was in compliance by twenty (20) cases in 2007 (where each case contributed approximately 9% to the

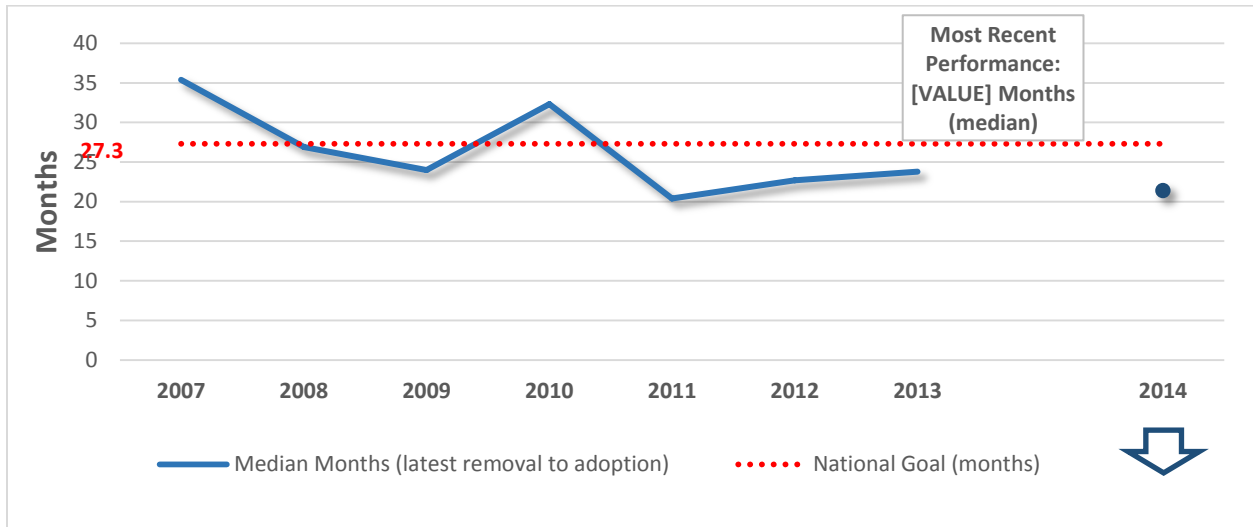
total aggregate for the year) vs. two (2) cases in the most recent reporting period (where each case contributed 20% to the total aggregate).

Sutter County has a great collaborative relationship with the California Department of Social Services-Adoptions Branch, who is the contracted provider for adoption services in Sutter County. This collaboration has allowed both agencies to partner together to identify adoptive homes, exchange the necessary information and documentation to proceed with the adoptive process, and to troubleshoot any issues as they arise. Meetings between the departments occur on a monthly basis and CPS makes referrals for adoptive assessment when reunification prognosis is poor; referrals are made as early as possible to help provide time to find the best concurrent home for the child(ren). It is likely that this collaboration has helped the County achieve the current 69.2% of cases closed to adoption within 24 months. The delays in adoption rates are most likely attributable to delays within the Court proceedings such as numerous contested matters, continuances, filing of unnecessary appeals, and delays in the Court ceasing reunification and proceeding with a permanent plan.

C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT) (FEDERAL STANDARD \leq 27.3 MONTHS)

Measure: Of all children discharged from foster care to a finalized adoption during a specific year, what was the median length of stay in foster care?

Methodology: Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Only placement episodes ending in adoption are included.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *lower* numbers (months) correspond with successful outcomes. Please note the scale of the graph.

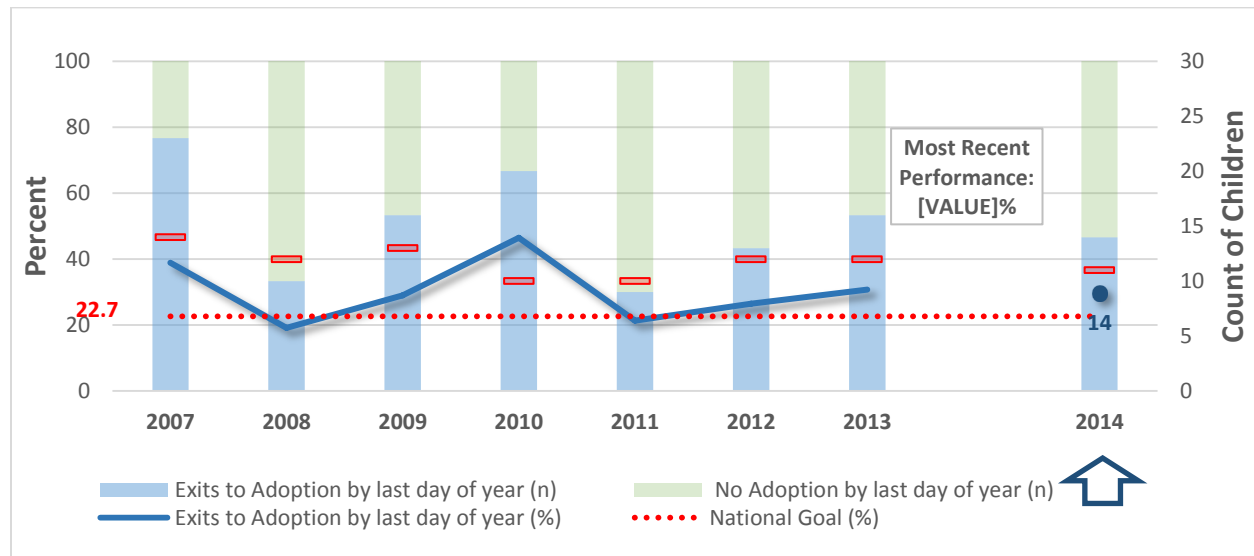
The data indicates that Sutter County has been in compliance with this Measure since 2011, and has only been out of compliance in eight (8) reporting periods (out of thirty-two (32) possible quarters).

As identified by the Stakeholders and in the Supervisor Focus Groups, there is an increased need to educate placements and bio-parents on what concurrent planning is and around communicating with families about the status of a child's case for this purpose. For example, a child may be referred for an adoptions assessment, but bio-parents and foster families may think that this means they are being recommended for adoption, rather than just being assessed for adoptability in the event reunification fails. This challenge sometimes creates confusion and can add to delays in achieving permanency through adoption.

C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 22.7%)

Measure: Of the children in foster care for seventeen continuous months or longer on the first day of a specific year, what percent were discharged to a finalized adoption by the last day of that specific year?

Methodology: All children in foster care for seventeen continuous months during a specific year are part of the cohort except for those children who exited foster care during the year to be reunified with parents or caregiver.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

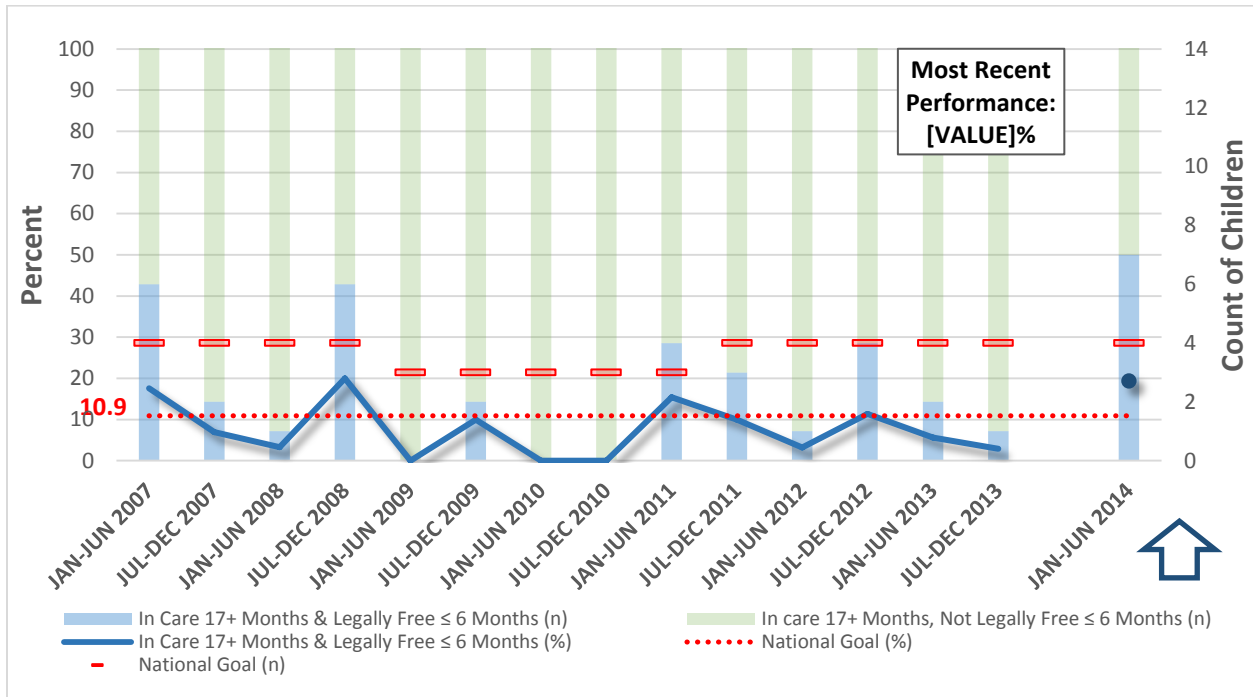
The data indicates that Sutter County is currently in compliance with this Measure. Sutter County had been in compliance (based on aggregate annual data) from 2011 to 2014. The last time Sutter County was out of compliance for this Measure was in 2011, when performance dropped to 21.4%, versus the national goal of 22.7%, which was representative of one case. Prior to this, Sutter County had only failed to meet this Measure in 2008, where the goal was missed by two cases, achieving a 19.2% rate. It should be noted that cases that meet criteria for review in this Measure have steadily declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

A practice identified by Stakeholders, Supervisors, Social Workers, Foster Parents and Parents that helps to support timely adoptions was the Ice Breaker meetings. These meetings are used initially during reunification to help foster a supportive relationship between bio-parents and foster parents, but also has the added benefit of helping to remove the stigma and mystery around who foster families and bio-parents are. They are offered an opportunity to better know and understand one another, and for families that are facing adoption, this can help to make the emotional transition easier for both parties. Sutter County has demonstrated consistent performance at timely adoption by achieving performance at or near the national goal on a consistent basis over the last 8 years. Current performance shows the county at surpassing the national goal by just over 7%.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD \geq 10.9%)

Measure: Of the children who were in foster care for seventeen months or longer and not legally free for adoption on the first day of the specified period of time, what percentage then became legally free for adoption within the next six months?

Methodology: All children who are legally freed are counted in this measure. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

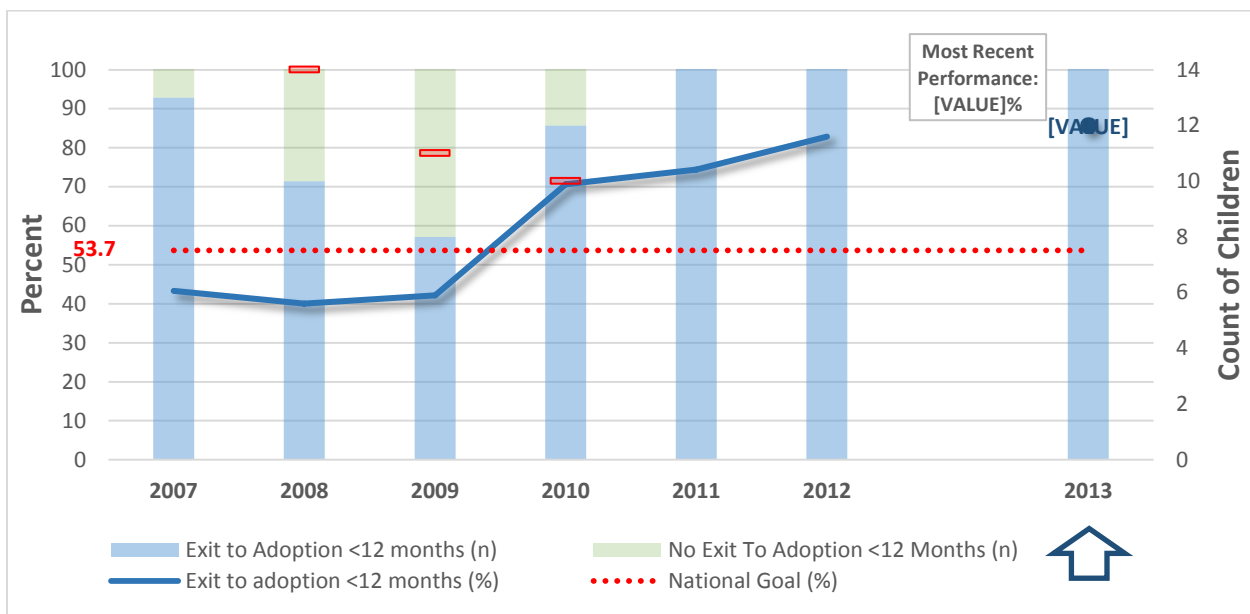
Sutter County is currently in compliance with this Measure. Sutter County’s historical performance on this Measure has been predominantly underperforming; Sutter County has only been in compliance five (5) times (as measured above) from January 2007 to June 2014. It should be noted that cases that meet criteria for review in this Measure have slightly increased over time, and that the County’s performance on this Measure is trending negatively.

One challenge that causes delays in children being legally freed for adoption is the Court process. During the Supervisor focus group, it was identified that due to contested hearings, continuances and unnecessary appeals, cases have experienced delays in the legal process and have led to foster children being in care for a longer period of time. Additionally, as noted above each individual case has a significantly greater impact on the outcome of this measure which means that the several cases in which Jurisdiction, Disposition or ceasing Family Reunification decisions have been delayed, greatly impact the timeliness of permanency plans.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE) (FEDERAL STANDARD ≥ 53.7%)

Measure: Of the children in foster care that became legally free for adoption during a specific year, what percentage of children were then discharged to adoption during that year.

Methodology: This measure computes the percentage of children discharged from foster care to adoption within twelve months of turning legally free. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Sutter County is currently in compliance with this Measure. Sutter County has been in compliance with this Measure since 2010, with a consistently upward trend in performance. For the last year that the county did not meet the goal, the goal was missed by three (3) cases. It should be noted that cases that meet criteria for review in this Measure have slightly declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

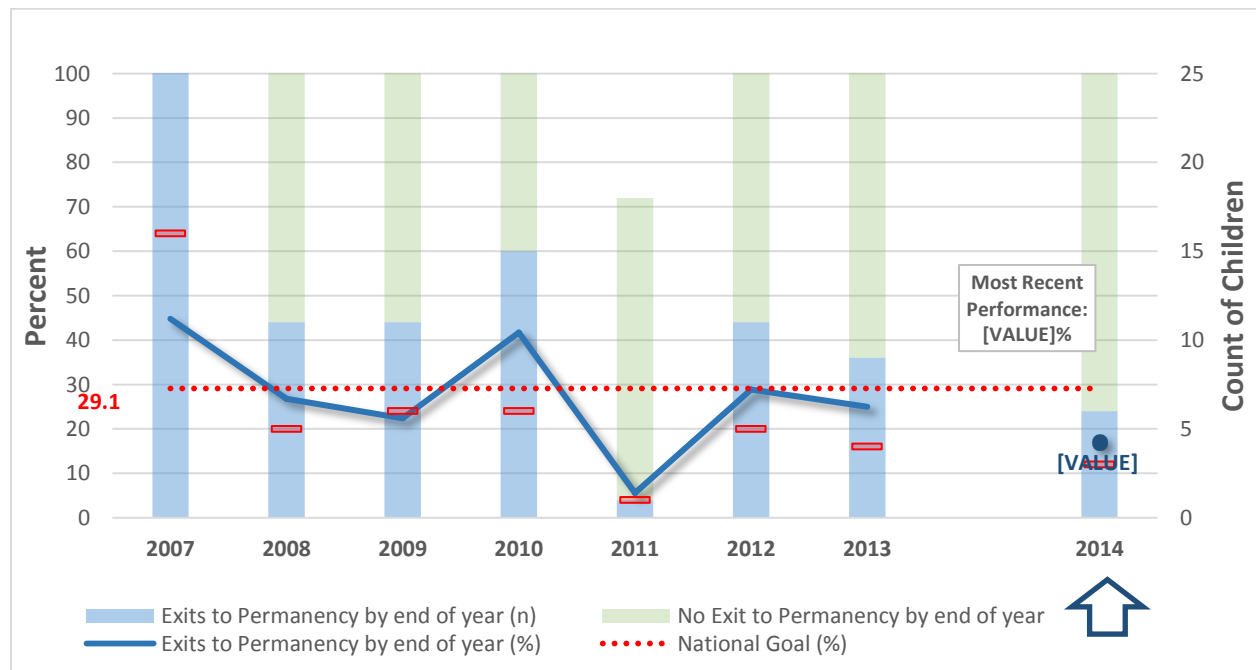
Sutter County’s collaborative partnership with CDSS-Adoptions helps ensure that adoptions are finalized in a timely manner. In addition, Sutter County Social Workers work hard to develop a concurrent plan for children when they first enter foster care (within the first 6 months) to ensure that they will have a permanent home, if they are unable to reunify with their parents. Both concurrent planning and the collaborative partnership with CDSS-Adoptions help ensure that once children are legally free, their adoption will likely finalize without delay.

C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 29.1%)

A thorough analysis of Exits to Permanency is listed after the third measure, C3.3.

Measures: Of the children in foster care for twenty-four months or longer during a specified year, which children were discharged to a permanent home by the last day of that year and prior to turning eighteen?

Methodology: All children in foster care for twenty-four months or longer, during the specific year, were counted in this measure, except for children who exited during the year and reentered care.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Sutter County is currently out of compliance with this Measure. Sutter County has been out of compliance (based on aggregate annual data) since 2010. Sutter County missed meeting the national standard in 2012 by 1.0%, with a performance of 28.9% and a national goal of 29.9%. It should be noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

As noted above, cases that meet the criteria of this measure have declined over time, the most recent performance is based on only a sample of only 4 of 6 cases who met the criteria for this measure. This decline is a small sample and is difficult to determine a specific pattern from.

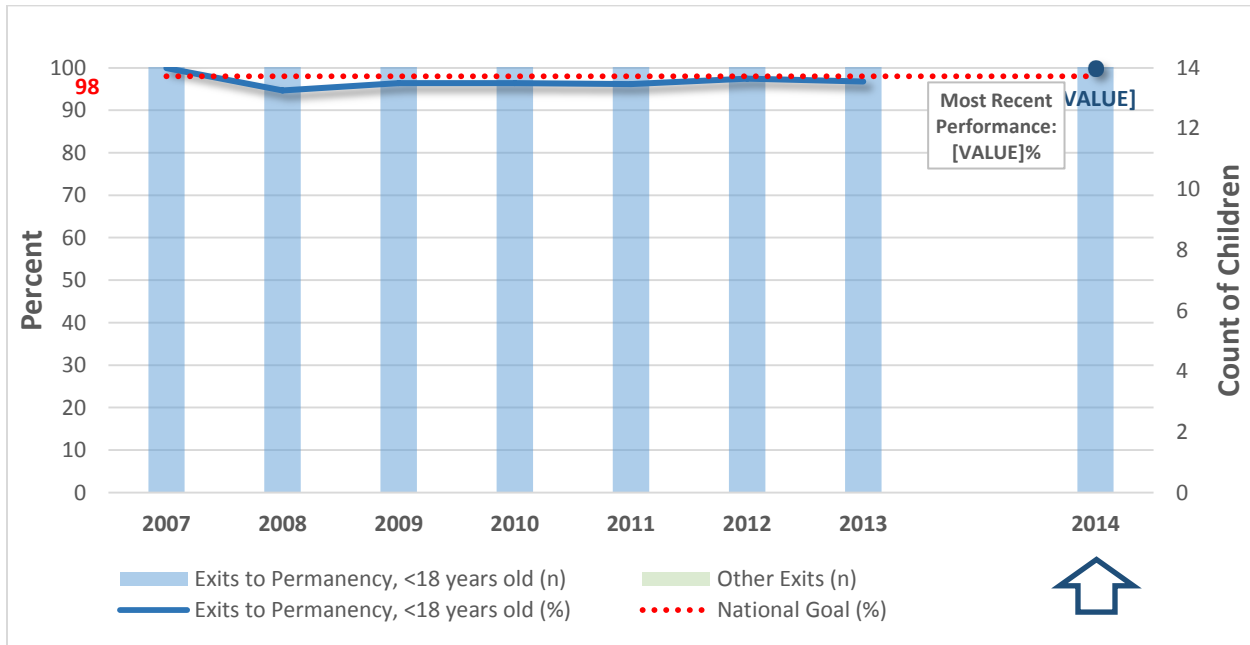
The stakeholders identified several strengths in achieving successful exits to permanency, which include: strong collaboration with Independent Living Program at Yuba College, THP Plus, After 18 services, Mental Health services and educational supports. Challenges to the successful exit to permanency include the following: transportation to services, delays in accessing services, cultural barriers to accessing services, substance abuse treatment programs and lack of supports from family. It was identified during the Stakeholders meeting that Sutter County has a higher than average rate for teen binge drinking and a lack of prosocial activities for youth to participate in.

C3.2 EXITS TO PERMANENCY (LEGALLY FREE AT EXIT) (FEDERAL STANDARD \geq 98%)

A thorough analysis of Exits to Permanency is listed after the third measure, C3.3.

Measure: Of the number of children in foster care during a specific year, what was the percentage of legally free children who were discharged to a permanent home prior to turning eighteen?

Methodology: This measure includes children who have a discharge date that is prior to their eighteenth birthday and the reason for discharge included reunification with a guardian or discharge to adoption.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Sutter County is currently in compliance with this Measure. Sutter County has been out of compliance (based on aggregate annual data) since 2007. Historically, Sutter County has performed at or near the National Standard for this Measure, with Sutter County being within one (1) case of achieving this goal for every year from 2008-2013. It should be noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure. Due to the high performance threshold for this Measure and the trend of fewer cases meeting criteria for review, any *single* incidence of a child who is legally free for adoption who discharges from foster care without permanence (reunification, guardianship, or adoption) will cause the County to be out of compliance with this Measure; for example, in the

most recent reporting period where the county was out of compliance (January 2013 to December 2013), there was one (1) such occurrence.

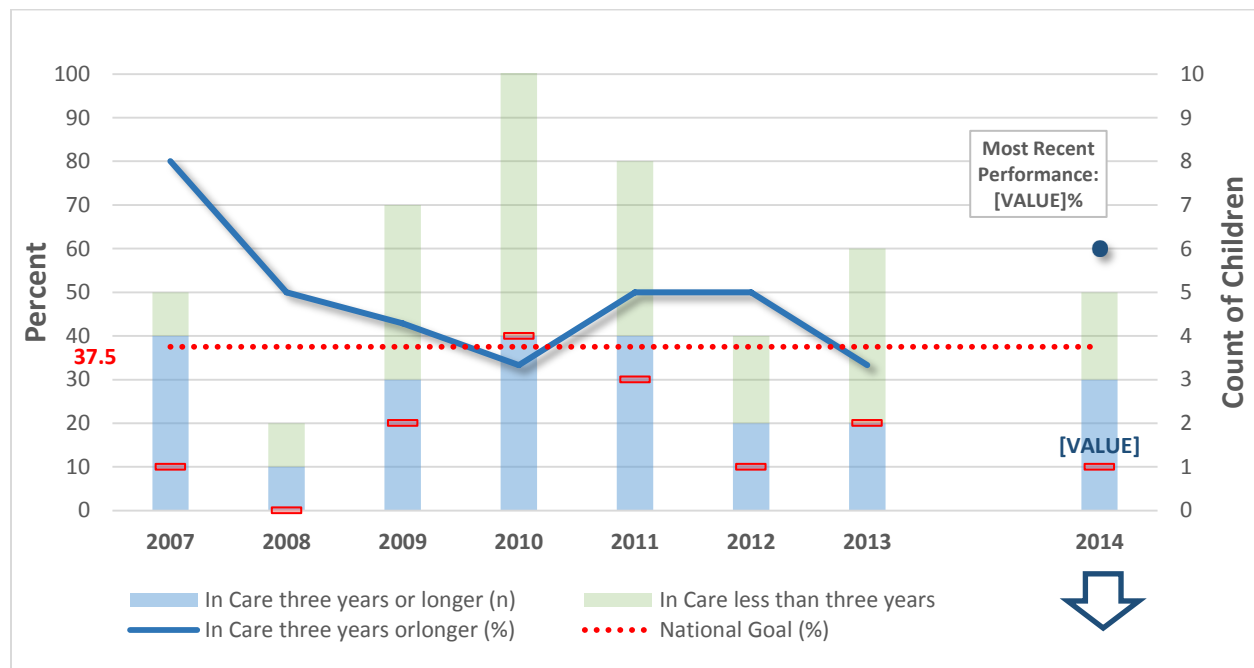
In the one occurrence Sutter County experienced which drove the measure out of compliance, the child was legally freed for adoption with an identified permanent family; the adoption failed at no fault of the child and the child was unable to stabilize in any other permanent placement.

C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18) (FEDERAL STANDARD \leq 37.5%)

A thorough analysis of Exits to Permanency is listed after the third measure, C3.3.

Measure: Of all the children in foster care during a specific year who were either discharged to emancipation, or turned eighteen while still in care, what percentage of children had been in foster care for three years or longer?

Methodology: During a specific year time period, all children who turned eighteen or who emancipated are counted in this measure.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *lower* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Sutter County is currently out of compliance with this Measure; Sutter County had only been in compliance with this Measure from 2012 to 2013. In twenty-four (24) of the last thirty-two (32) quarters, Sutter County did not meet this measure. It should be noted that cases that meet criteria for review in this Measure have increased over time.

The stakeholders offered high praise for Sutter County's work at offering services to support youth aging out of care and the county's after 18 services. Currently, the county offers family team conferencing in the form of Safety Organized Practice meetings, transition supports, Youth Build, THP-Plus, Extended Foster Care, college/educational or CHAFFEE supports, and the YESS ILP program. These programs were identified as offering education, employment, daily living skills, housing supports, literacy classes, computer camp, cooking classes, access to household goods/items, transportation, advocacy, leadership and other supports to benefit the youth.

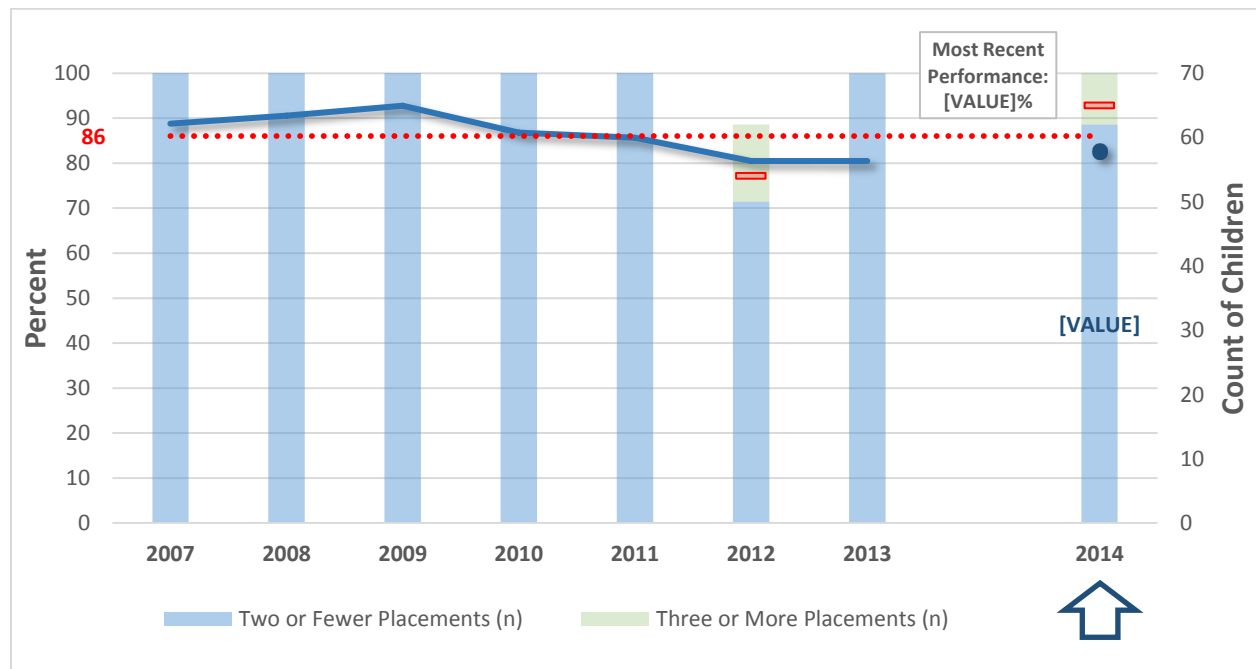
Stakeholders identified that there is a need for additional supports to help with long term success and transitions, including mentors, extended support people, and teaching youth how to access services. Also, they identified the need to help parents, caregivers and other support people be prepared to help the youth walk through challenges they may face, including basic life transitions, forgiveness and expectations in relationships.

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE) (FEDERAL STANDARD \geq 86%)

A thorough analysis of Placement Stability is provided after the third outcome measure, C 4.3.

Measure: Of the children in foster care during a specific year, what percent had two or fewer placement settings?

Methodology: All children in care between eight days and twelve months are counted in this measure. Age is calculated at the beginning of the specified time period.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Sutter County is currently out of compliance with this Measure. Sutter County has not been in compliance (based on aggregate annual data) since 2010, but had been within .2-.3% of meeting the goal in 2010 and 2011. Historically, Sutter County has performed at, near, or above the National Standard for this Measure, and when missed, was within a small margin below the goal, sometimes as small as a few cases.

Sutter County selected to examine Placement Stability as their focus area for the Peer Review. Details of the findings for the Peer Review are included in the Peer Review section of this report, however, the feedback from Stakeholders and focus groups is outlined below. Stakeholders identified several systemic challenges in the stability of children in placement:

- Lack of local homes or information about the homes to perform better placement matching
- Inability to provide more detailed information about the youth prior to placement
- Lack of training and understanding by foster parents of the needs of children in trauma and how to respond to their behaviors
- Reunification happening too soon and child re-entering system (often the choice of the courts rather than the recommendation of the social worker),
- Extensive service demands of youth cause strain of foster parent
- Distance between placement, school, visitation, services
- Delay in accessing Mental Health services or the breakdown in communication about the status once the referral is made
- Therapeutic session being ended after a few sessions if the provider states that the youth does not meet criteria for eligibility to continue services
- Lack of psychiatric emergency services for children in the area

One of the primary areas that was identified by Stakeholders, Supervisor, Social Worker, and Foster Parent Focus Groups was ongoing mental health needs of youth. Being able to identify the needs of the youth and make timely referrals has an impact on placement. When children are in the initial trauma of a placement move, it is difficult to identify short term behaviors from deeper issues that may require an intervention. Once needs are identified, getting timely referrals and assessment, as well as access to services once the assessment has been completed can be challenging. In order to help with these challenges, the above referenced stakeholders recommended working on improvement of communication between the social workers and foster parents to identify behaviors as quickly as possible, having other cognitive and developmental assessments done to eliminate or identify other needs, such as autism.

When a child is detained, a social worker conducts an initial mental health screening, and every 6 months thereafter, and a referral is submitted to mental health if any needs are identified. Mental Health triages referrals with the foster parents and social workers, and based

on criteria they meet, a service plan is developed (i.e., county mental health, private provider, etc.). From there, ongoing support from the foster parent to provide transportation, youth willingness to participate in services, and communication between the service provider, social worker, foster parent and youth about needs are important to ensuring meaningful services.

Foster family training and support was also identified by stakeholders, foster parents, parents and social workers as a need. There is an active foster parent association in Sutter and Yuba County, as well as regular classes being offered by the Kinship Support Services Program at Yuba College, but as most of the foster parents in Sutter County are with FFA's, they are not required to participate in these classes, but receive training through their agencies directly. All of the above mentioned groups identified that foster families had additional training needs to help them better understand the foster care system, issues around trauma and how to support children in trauma, how to help access services, and how to be part of supporting children in their successful transition home. This could be offered by increased training from their agencies or by additional participation in the other local training classes.

Stakeholders and the Social Worker Focus Group also identified a major need around increasing the number of placements available and improved placement matching. In order to increase and improve placement matching, it was suggested that a specific placement worker or workers be identified and be used as a specialized worker who participates in recruitment, support and communication with foster family agencies and local homes. They would additionally help maintain records and information on each placement to improve placement matching and could help the assigned worker to more quickly identify and match youth with the best possible placement. In addition to the use of existing homes, this worker could also be paired with the Relative/NREFM assessment worker, who again was recommended to be a specialized worker. Stakeholders and staff suggested that this would help to improve placement matching, the number of homes, and would help to support social workers who are already stretched thin with performing other duties with the case.

Stakeholders also identified collaboration as a key area that impacts placement stability. On a macro level, there are avenues for communication and collaboration, but stakeholders,

social workers and foster parents indicated that more direct communication between the social worker and service provider or foster parent might help to improve collaboration.

Data has shown that the more social worker change each case experiences, the higher the likelihood that there will be placement instability. The consistency offered by maintaining a worker on a case helps to provide continuity to referrals, communication with service providers, relationship building, etc. Sutter County strives to minimize the number of social worker changes to a case and is largely able to accomplish this, aiming to limit social worker change to special circumstances such as social worker turnover, promotion, or new assignments. Staff turnover has not had a significant impact on social worker changes as the ongoing social worker units have seen less change than the emergency response unit. However when a social worker change is necessary, youth are normally introduced to their new social worker through a combined visit or meeting with their current and newly assigned social worker creating a smoother transition. Foster Youth shared in their Focus group that they had experienced differences in the number of workers that were assigned, but all shared the experience of having social workers who worked to connect with them and build rapport with them, always talking through and helping with transitions between workers when it was necessary. Social workers see the youth on their caseloads each month and make efforts to build the relationship and engage youth in case planning, including them in the discussion around important aspects of their case.

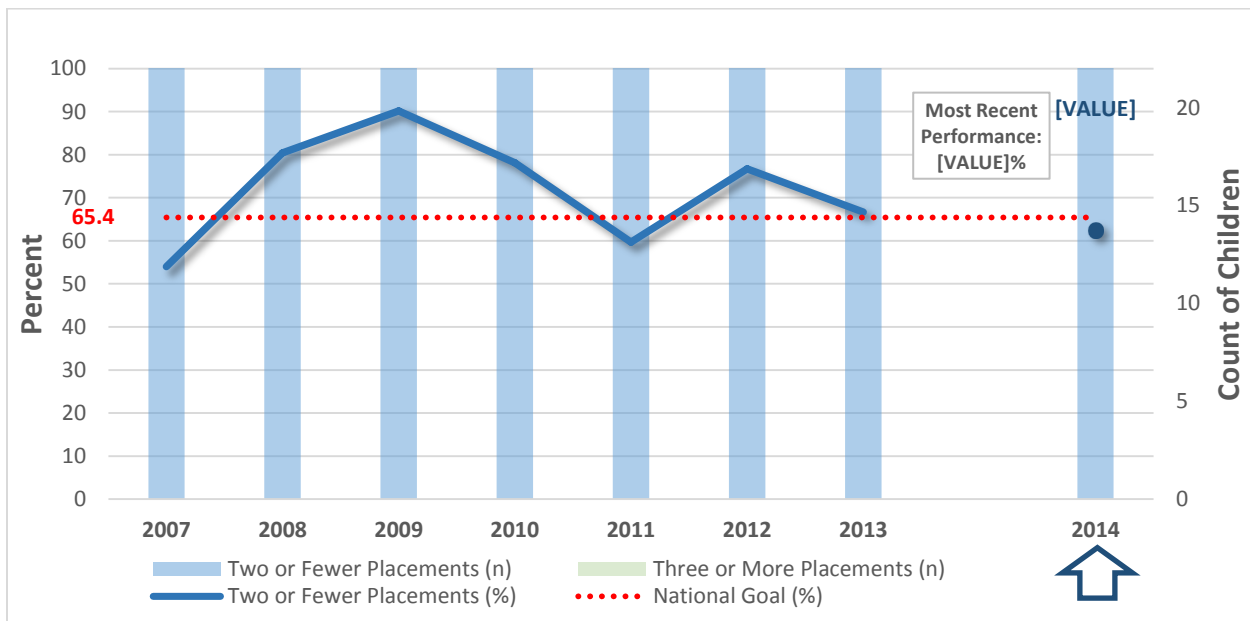
Stakeholders, Foster Parents, Supervisor, Social Worker, and Youth Focus Groups identified the need for increased training for foster parents as a need to improve their ability to understand and support youth in their care and reduce the likelihood for placement moves. As stated previously, foster families are often not informed of behaviors or challenges of youth that may be coming into their care, or may be untrained or unprepared on how to identify and respond to their needs. Often, many behaviors do not manifest until after the child has been in placement for a period of time. Increased opportunities to participate in these specialized trainings, maybe even offered in cooperation with social workers to address specific concerns, as well as increased communication on the agency level between child welfare and Foster Family Agencies were suggested as options to improve outcomes in this area.

In an effort to increase placement stability and decrease the number of placement changes for a child, Sutter County has implemented the Rollercoasters program funded through CBCAP/CCT funds. Rollercoasters aims to support children who struggle to understand their role in the child welfare system and decrease confusion and unrest that can lead to difficult behaviors and acting out in foster homes. Further, Sutter County has made an active effort to recruit more foster and adoptive homes willing to house children through the length of their time in care by issuing a recruitment publication funded partially through PSSF.

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE) (FEDERAL STANDARD $\geq 81.3\%$)

Measure: Of the children in foster care during a specific year, who had been in foster care between twelve and twenty-four months, what percent had two or fewer placement settings?

Methodology: All children in care between a specific twelve to twenty-four month time period, were included in this measure. Age is calculated at the beginning of the specified time period.



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

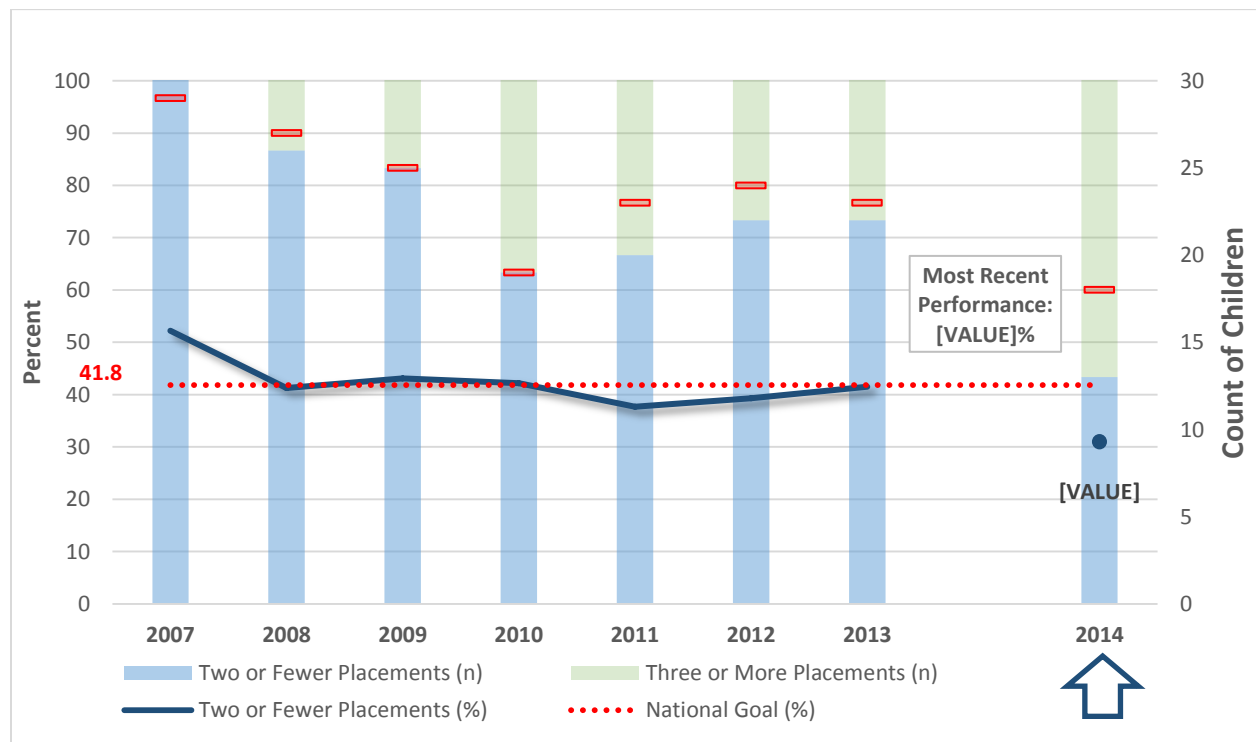
Sutter County is currently out of compliance with this Measure, with performance at 62.5% versus the national goal of 65.4%. Sutter County had previously been in compliance (based on aggregate annual data) from 2008 to 2013, having only dropped below the standard in 2011 for a performance of 59.7%. This drop was representative of missing the national goal by four (4) cases with more than two (2) placements.

Additional information about this section can be found in the analysis of C4.1 and at the end of the analysis section of C4.3.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE) (FEDERAL STANDARD $\geq 41.8\%$)

Measure: Of the children in foster care during a specific year that were in foster care for at least twenty-four months, what percentage of children had two or fewer placement settings?

Methodology: All children in care for twenty-four month or longer during a specific twelve-month time period were counted in this measure. Age is calculated at the beginning of the specified time period.



ANALYSIS

Each point on the set represents a one-year period; data on this Measure is reported in “rolling quarters,” but is being presented as annual data for clarity. (It should be noted that annual data should not imply compliance/non-compliance for all four quarters of any given year, but rather as a composite of all cases during that year). The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Sutter County is currently out of compliance with this Measure since 2010; Sutter County has been out of compliance for five (5) of the last eight (8) years. It should be noted that cases that meet criteria for review in this Measure have decreased significantly over time, from a high of sixty-nine (69) children in 2007 to forty-two (42) children in the most recent reporting period (January 2014 to December 2014).

Regarding outcomes C 4.1, C 4.2 and C4.3, placement stability continues to be a challenge to Sutter County. Placement stability in the county is impacted by limited community resources, poverty, a large number of out of county placements leading to inconsistent services or limited access to services.

Stakeholders identified early concurrent planning as a best practice and beneficial for permanency as it reduces the number of placement moves for the child. Both stakeholders and focus group participants recognized the commitment of social workers to finding the best and most appropriate placement for each child without causing additional emotional trauma to the child.

The foster child’s mental health and/or behavioral health issues were cited by stakeholders as creating a barrier to placement stability. Simply put, oftentimes foster care providers are not equipped to deal with the challenging behavior presented by foster youth, leading the foster parents to request placement moves. This seems particularly challenging for relative caregivers who may feel pressured to take the child into their care without the same

foresight as foster care providers; and relationships between the relative care provider and parents of the child can also complicate the stability of the placement.

Stakeholders identify that mental health and behavioral health assessments are conducted by social workers in collaboration with foster parents, teachers and other service providers. Children are referred to mental health services once a behavioral or emotional indication is present. However barriers to mental health treatment include out of county placements, lack of caregiver buy-in, time consuming or confusing referral processes and limited number of child psychiatrists and psychologists are available.

Stakeholders identified several recommendations to improve placement stability, including having a receiving home in the county, increasing recruitment of more local foster families, increased support and training for relative placements and foster family agency homes and creating a list of services and supports that families and foster families can access to help them address needs that arise without having to wait for a county worker to provide individual resources.

Placement Stability

The youth focus group spent a great deal of time discussing issues that directly impact placement stability and permanency. They felt strongly that there needs to be better screening of foster families and more examination of the quality of placement homes. Youth shared that when there were challenges in their foster homes, they had experienced feeling powerless to address concerns and that people might not believe them due to their history or behavior.

They also wanted to be given time to talk with the social worker without the foster parent present, providing the youth with a confidential space to share their concerns and how they are feeling in placement. Youth want to have better relationships with workers where they have trust and rapport, and can feel safe sharing problems with a worker. They want to see their worker every month, and some would like to see their worker more often if possible. Youth shared this occurs with some workers, but would like to see this universally.

Youth want to have more attention paid to including them in moves and in allowing them to pack their own things and prevent the loss or theft of their belongings. Also, when

belongings are lost, would like to know how the agency can support the youth in getting replacement items. When youth are moved from placement to placement, they said they are often not given any warning and feel like they are being punished. They would like more notice so they can pack, say goodbyes and make sure they get all of their personal belongings.

Youth discussed how they were treated in foster families that have biological children, and how they often feel like they are second class and are fearful of upsetting balance in the home. They said they did not want to complain about what they felt was unfair because the family had taken them in and they didn't think they had the right to complain. One youth described having daily use items, like cereals, milk, and household goods segregated between biological children and foster children, which reinforced this belief. Overwhelmingly, the Youth expressed a desire to be heard and to be included in decisions made about them and their lives. Most youth expressed a desire to be more included in the selection of placement homes if possible, and offered more supports to remain involved in their schools and extra-curricular activities, even through placement moves. Sutter County continues to work on keeping youth connected to their schools and important people in their lives; however, there are limited foster homes in the community that are willing to accept placement of teenage youth so this continues to be a challenge and focus area.

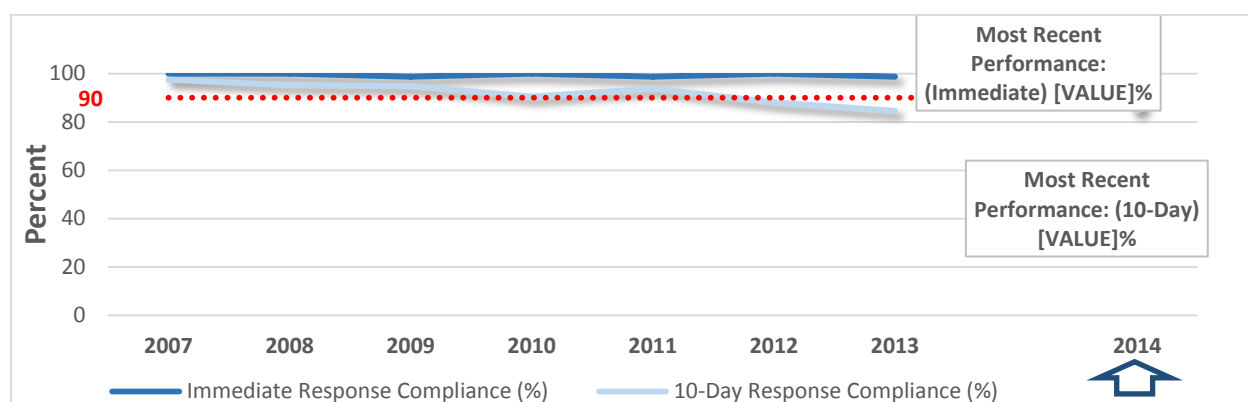
Foster Families identified communication, training and access to supports as their biggest needs. Though the local Kinship Support Services Program offers training, mentors, and other supports, not all FFA families are connected to this resource and are accessing these services. They felt that educating and communicating these supports to FFA homes would help to improve moral and support networks in Sutter County. They also expressed a desire for improved communication and consistency of messaging with line staff social workers in the county around case management and details of the case, as they sometimes get different messages from their FFA worker and the county Social Worker. Sutter County strives to maintain an open-line of communication with local Foster Family Agencies and their foster parents to provide them with information as to resources and services available within the community.

2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE

Measure: Of the referrals received during a specific period of time requiring immediate or ten-day responses, what percentage of referrals were responded to timely?

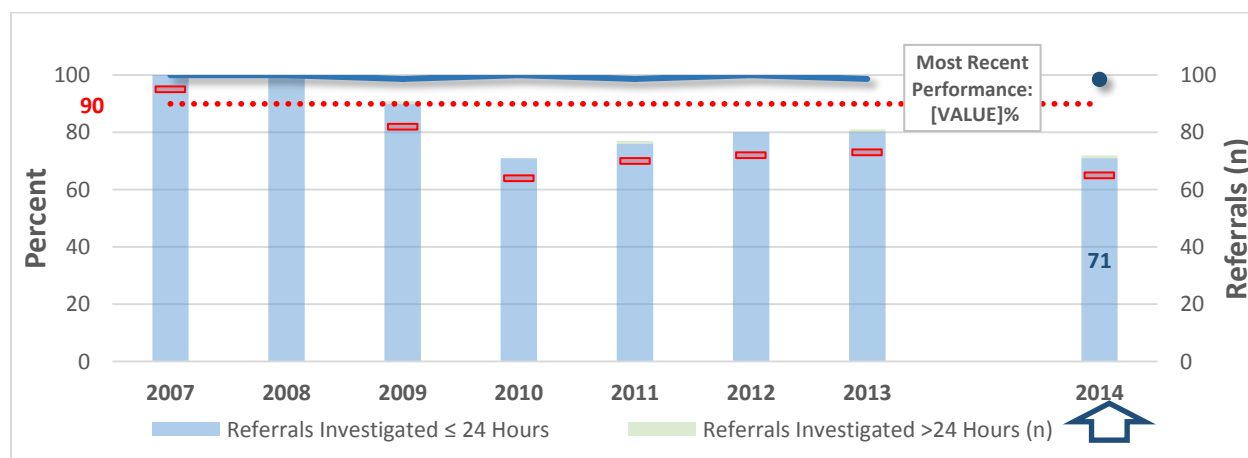
Methodology: For this measure, in order for a referral which has been assigned as an immediate response to be investigated timely, documentation of the visit or attempted visit must occur within twenty-four hours of receipt of referral; in order for a referral which has been assigned as a ten-day response to be investigated timely, documentation of the visit or attempted visit must occur within 10 days of receipt of referral.

2B Timely Response (Child Abuse/Neglect Referrals)



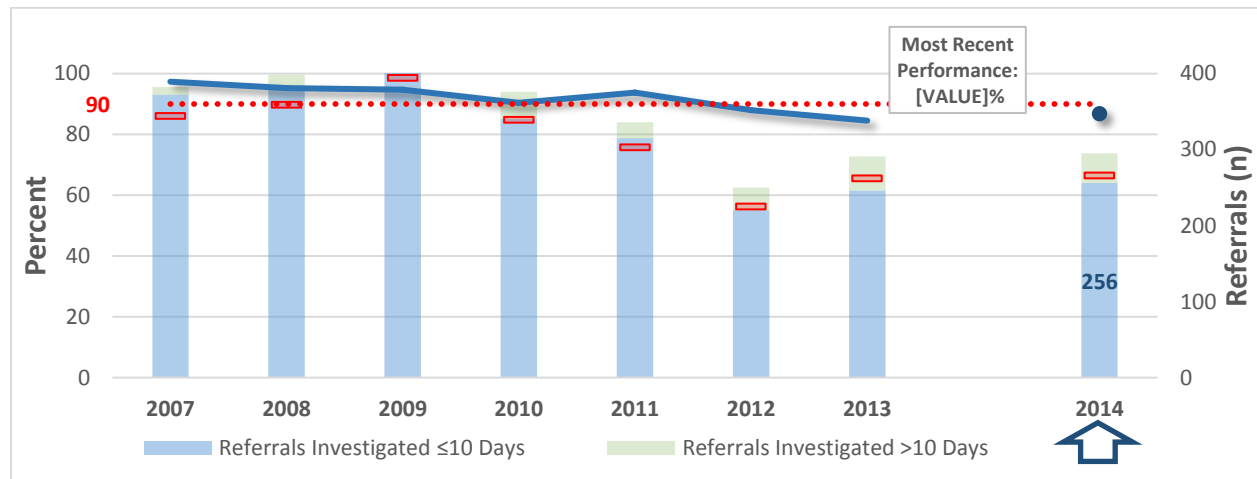
2B TIMELY RESPONSE (CHILD ABUSE/NEGLECT REFERRALS)

IMMEDIATE RESPONSE REFERRALS



2B TIMELY RESPONSE (CHILD ABUSE/NEGLECT REFERRALS)

10-DAY RESPONSE REFERRALS



ANALYSIS

The arrow at the bottom right-hand corner of the graphs indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Sutter County is currently in compliance for 2B Measure regarding Immediate Response (24-Hour), with a most recent performance of 98.6% in 2014, and has maintained performance above the national goal in every year since 2007. For Measure 2B regarding 10-Day investigations of referrals alleging maltreatment of children, Sutter County is currently performing just below the goal at 86.6%, with a goal of 90%. Over the last 8 years, there has been a slight but steady decline in performance with the county falling below the goal since 2012.

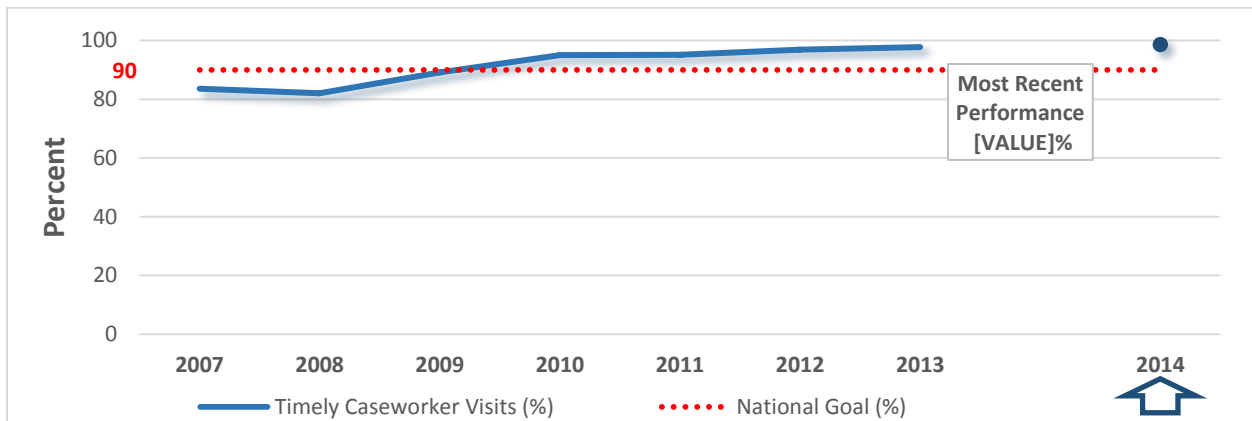
Sutter County has never been out of compliance with Immediate Response investigations over the course of a calendar year, or in any given quarter; Sutter County has been in compliance with this Immediate Response investigations for thirty-one (31) consecutive quarters.

2F TIMELY CASEWORKER VISITS WITH CHILDREN

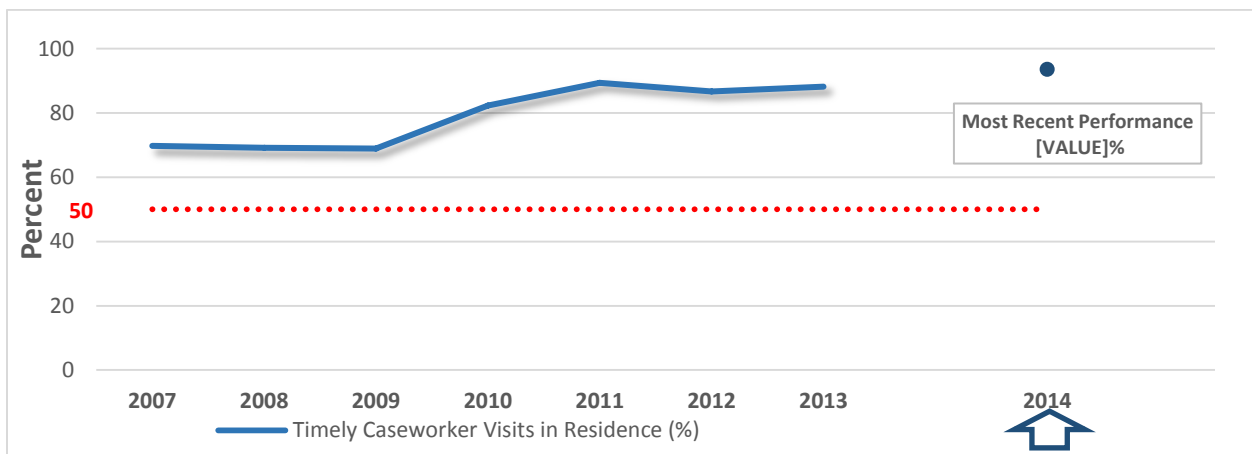
Measure: Of the children in foster care for an entire specific month, what percentage of children received an in-person visit from a child welfare worker during that month? What percentage of these in-person visits occurred at the child’s residence?

Methodology: All children under age eighteen, who are in care for the entire calendar month are counted in this measure. Age is calculated at the beginning of the specified time period. Children who are not court dependents who are placed with non-relative legal guardians are not included.

2F Timely Caseworker Visits



2F Timely Caseworker Visits (In Residence)



ANALYSIS

The arrow at the bottom right-hand corner of the graphs indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph.

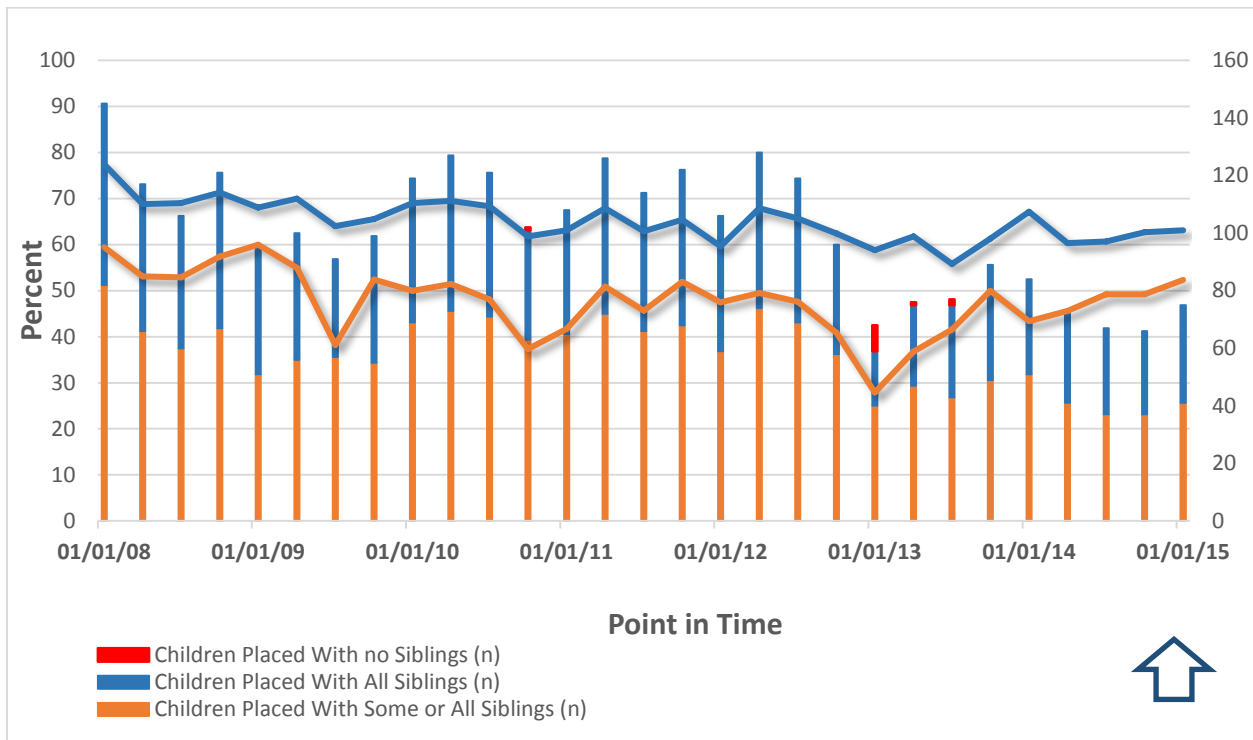
The data indicates that Sutter County is currently in compliance with both aspects of this Measure. With regards to the overall incidence of timely caseworker visits, Sutter County has been in compliance (based on aggregate annual data) since 2009. With regards to the incidence of timely caseworker visits at the child’s residence, Sutter County has been in compliance (based on aggregate annual data) since 2007. Both aspects of this Measure are trending positively.

Sutter County has set an expectation that social workers will see the children on their caseload monthly and that they will see them in their placement as a preferred location. Social workers consistently strive to meet this expectation and do an excellent job seeing the children and meeting with them privately to discuss their needs as it relates to their placement, school, family, etc.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

Measure: Of the children placed in care during a specific “point in time”, what percentage of children were placed with all of their siblings? (There is no federal or state standard at this time for this measure)

Methodology: This measure reports on a “point of time” instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group size of “one” is used to signify a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.



ANALYSIS

Each point on the set represents a specific point in time that is referenced on the horizontal (x) axis (it should be noted that there are more data points than can be accounted for on the x-axis due to space limitations). There are currently no federal or state data indicators for this Measure; however, research indicates that children in foster care have better outcomes if placed with siblings. There is no available data set that provides information about children that are only placed with “some siblings” (the data sets identify either “all” or “some or all,” but not “some”). It is clear that the majority of Sutter County children in foster placement are placed with some or all siblings, and performance on this Measure is trending positively.

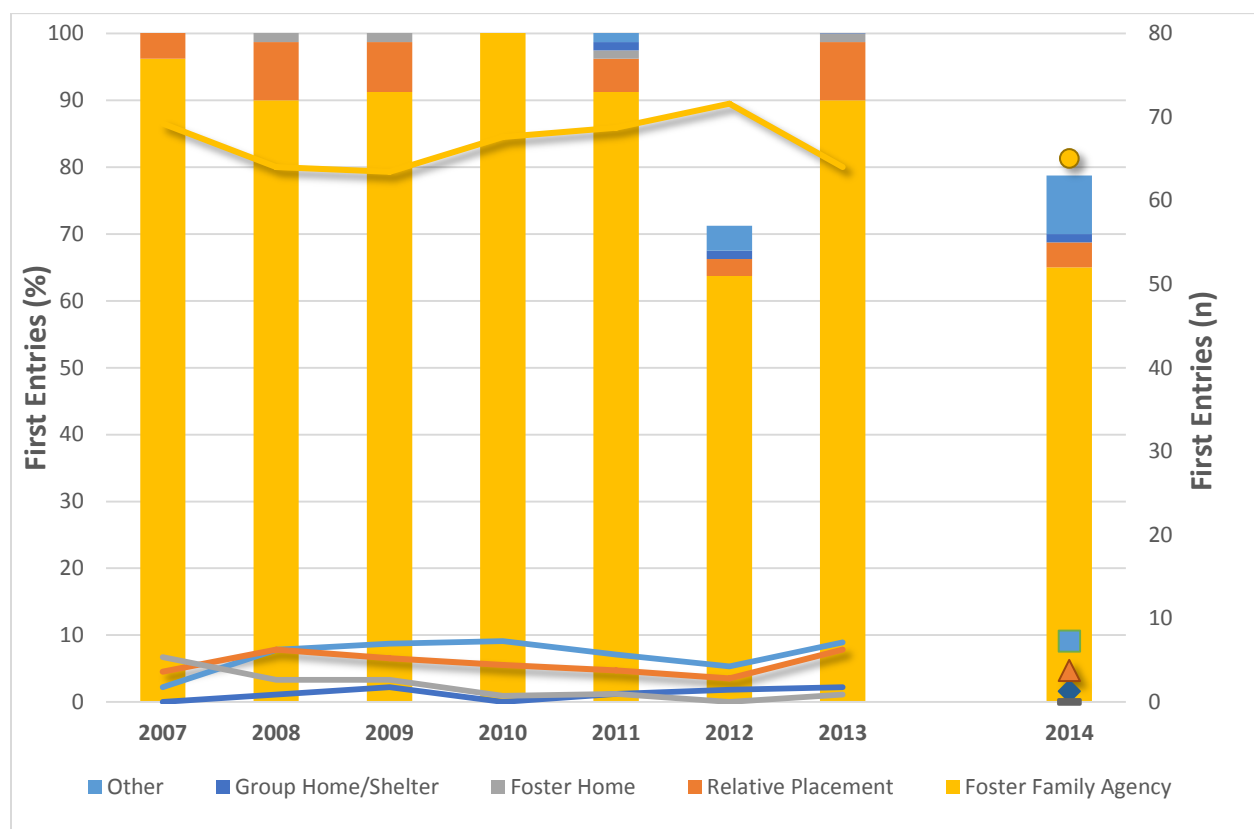
Sutter County has consistently had an expectation that all siblings should be placed together unless some reason prevented it such as abuse between siblings or space limitations in the foster home. Sutter County social workers make every effort to find placements that will accommodate all siblings or at the least some of the siblings. When siblings are not placed together, the case is re-evaluated on a regular basis to determine the ability and appropriateness of placing the siblings in the same home. One identified need from both the social worker focus group and the stakeholder meeting was the need for increased placement

supports to help find these homes and more quickly identify and approve relative homes to help improve placement stability for youth.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

Measure: Of the children placed in care during a specific “point in time”, what percentage of children are placed in the least restrictive settings? (There is no federal or state standard at this time for this measure)

Methodology: These reports are derived from a longitudinal database and provide information on all entries to out-of-home care during the time period specified.



ANALYSIS

Each point on the set represents a one-year period; data on this Measure is reported in “rolling quarters,” but is being presented as annual data for clarity. There are currently no federal or state data indicators for this Measure. The data indicates that the majority of children who enter foster care for the first time in Sutter County will be placed in a foster home (specifically a foster family agency home or FFA). However, the data also shows an increasing

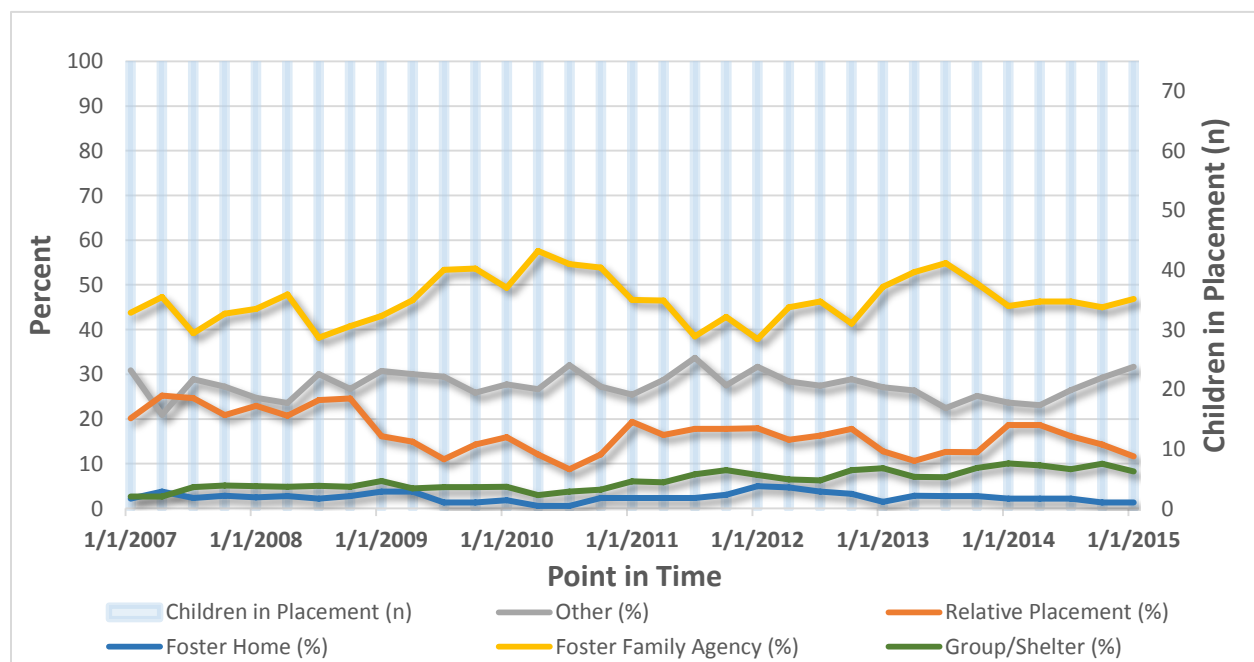
trend (beginning in 2011) towards “other” placement types. This may include non-related extended family members such as coaches, teachers, family friends, etc. There has been a correlating decrease in the use of FFA homes. There has also been a fluctuation in the use of Relative Placements during the last 8 years.

Sutter County strives to ensure that children are placed in the least restrictive homes, and with limited information available to social workers to determine an emergency placement is appropriate with a relative or NRFEM sometimes lead to children being placed in other options. Stakeholders and social workers identified a desire to have specialized placement and Relative/NREFM social workers as a possible solution to this challenge and ensure that the county continues to improve in use of the least restrictive placement setting.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

Measure: Of the children placed in foster care during a “point in time”, what percentage of children were placed in least restrictive environment?

Methodology: Includes all children who have an open placement episode in the CWS/CMS system (excluding children who have an agency type of “Mental Health,” “Private Adoption,” or “KinGAP” on a user-specified count day (e.g., January 1, April 1, July 1, October 1) and year.



ANALYSIS

Each point on the set represents a specific point in time that is referenced on the horizontal (x) axis (it should be noted that there are more data points than can be accounted for on the x-axis due to space limitations). There are currently no federal or state data indicators for this Measure. The data indicates a slight fluctuation in the rate of foster care placements, but shows that over the last eight (8) years, the placement types have remained in the same order or frequency; from most frequently to least, Sutter County uses Foster Family Agency, Other, Relative Homes, Group Homes and then state or county foster homes. “Other” placement homes are considered Non-Related Extended Family Member homes such as teachers, coaches, family friends, etc. Sutter County has worked very hard to decrease the number of children placed in Group Homes, however, due to increased behaviors and challenges in finding placements for youth like this, the rate of placement into Group Homes has increased slightly.

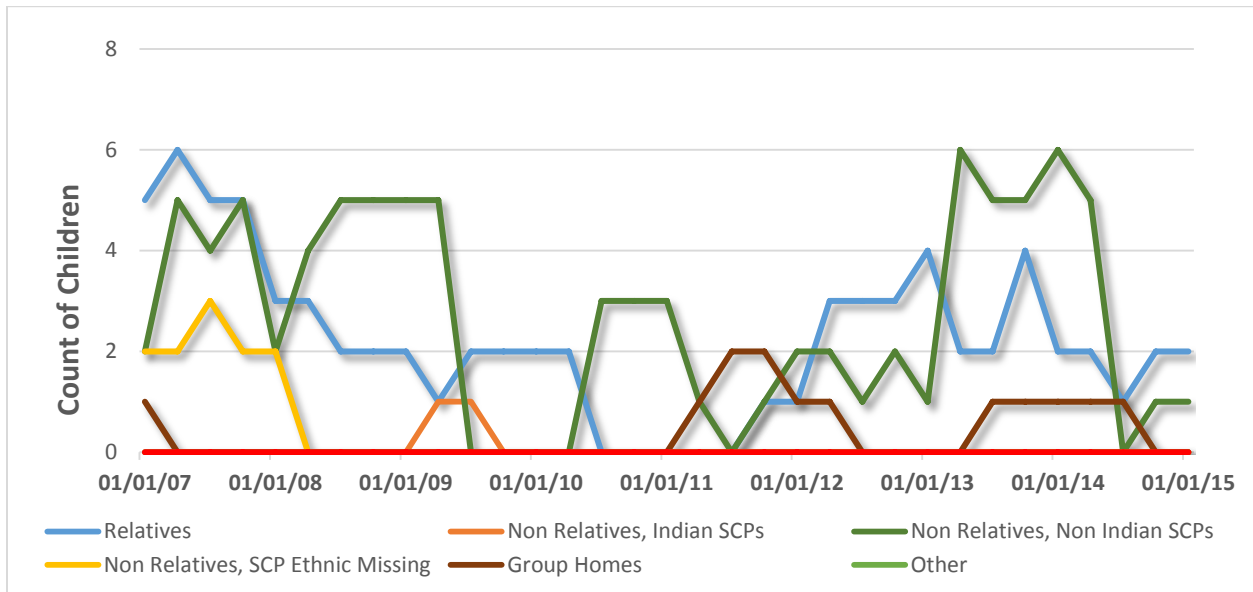
Additionally, Sutter County has also worked hard to move children into the least restrictive foster care setting by assessing relatives, searching for NREFM homes and looking for local foster care homes whenever possible to keep them in the Yuba/Sutter area. These efforts have resulted in more kids being placed in the least restrictive placement.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

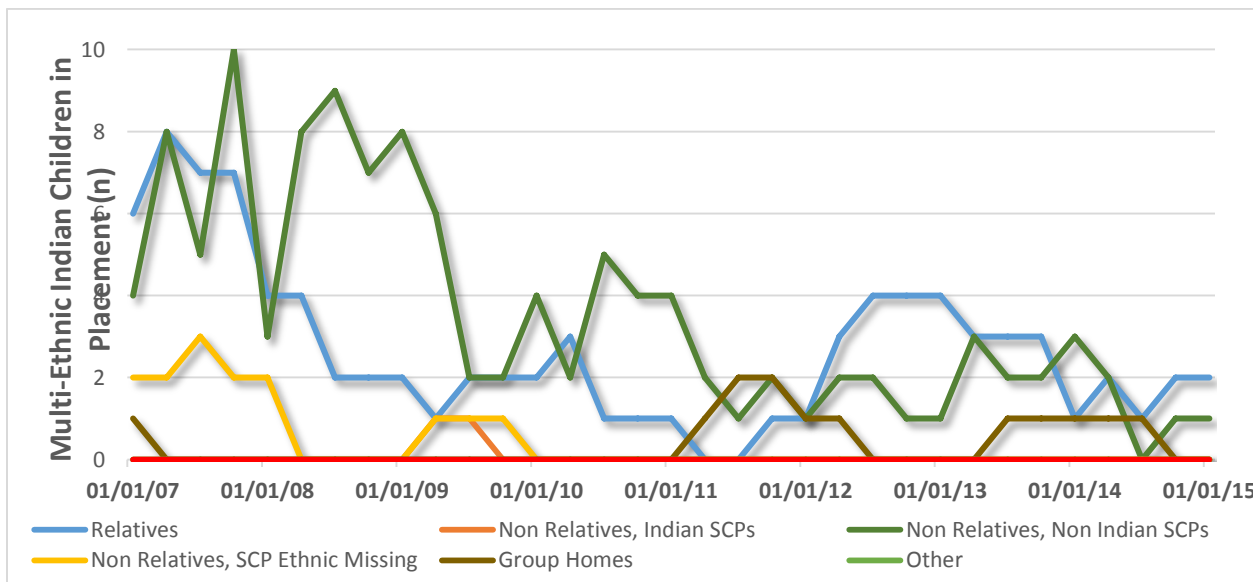
Measure: Of the children whom are ICWA eligible, during a “point in time” in placement, how many children were placed with relatives, non-relative American Indian substitute care providers (SCP’s), non-relative and non-American Indian SCP’s, and group homes.

Methodology: Placement status takes placement type, child relationship to substitute care provider and substitute care provider ethnicity into account.

4E(1) Placement Status for Children With ICWA Eligibility (Point in Time)



4E(2) Placement Status for Children with Primary or Mixed (Multi) Ethnicity of American Indian (Point in Time)



ANALYSIS

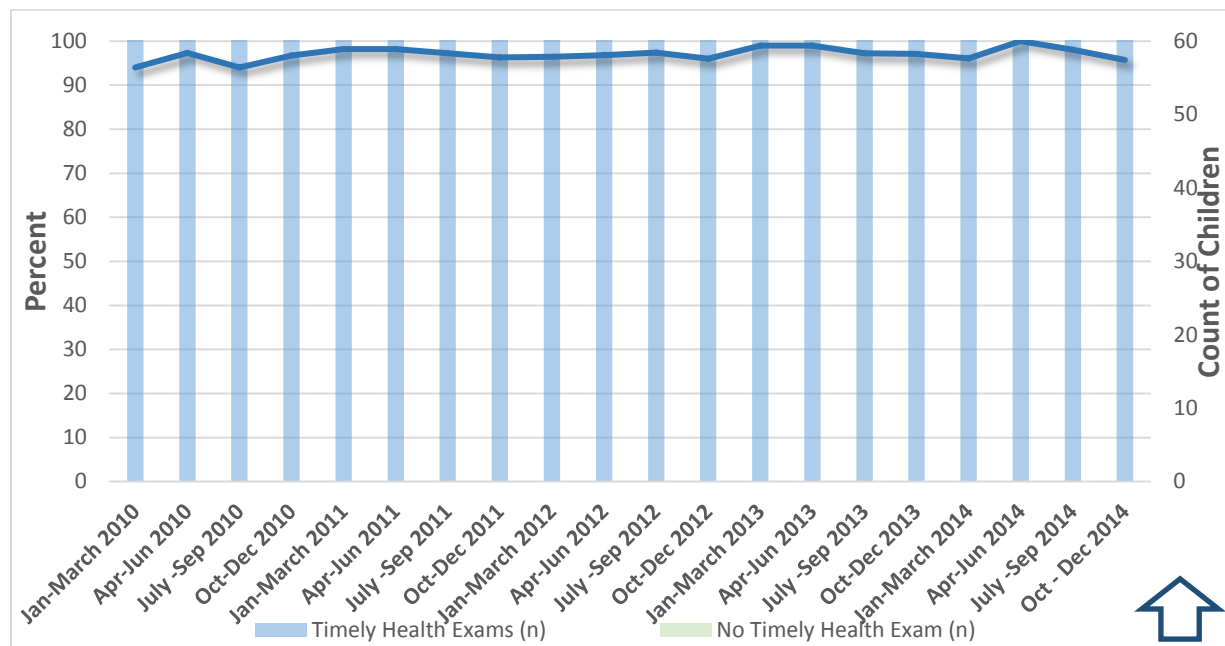
Each point on the set represents a specific point in time that is referenced on the horizontal (x) axis (it should be noted that there are more data points than can be accounted for on the x-axis due to space limitations). Note the scale of the graph, as the data is presented

numerically, and not as percentages. There are currently no federal or state data indicators for this Measure. The data indicates a shift towards relative placement for children with Indian heritage.

5B (1) RATE OF TIMELY HEALTH EXAMS

Measure: Of the children in foster care during a specific time period, what percent has received a timely CHDP exam?

Methodology: Children in open out-of-home placements are counted in this measure. Children that are excluded are children in placement for less than thirty-one days, children residing outside of California and non-child welfare placements.



ANALYSIS

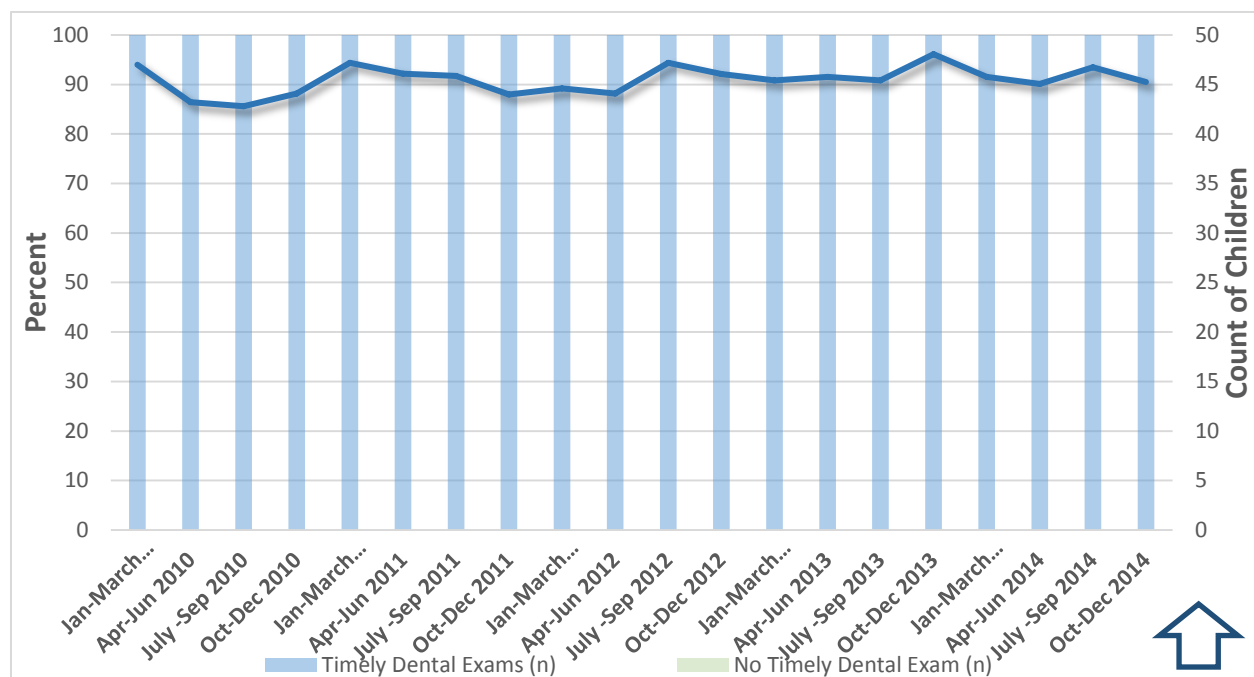
There are currently no federal or state data indicators for this Measure. The data demonstrates that, beginning in 2010, over 90% of Sutter County children in foster care receive timely health examinations (based on annual aggregate data). The most recent data shows a performance of 95.7% during the most recent reporting period (October 1, 2014 to December 31, 2014).

This consistently high performance can likely be related to the fact that the Foster Care Public Health Nurse is co-located within the CPS office and works directly with county social workers and supervisors, ensuring health exams were being both provided and recorded in the CWS/CMS database. The ongoing collaboration in this area will support long term high standards of provision of services and performance in this area.

5B (2) RATE OF TIMELY DENTAL EXAMS

Measure: Of the children in foster care during a specific time period, what percentage of children have received a dental exam?

Methodology: All children in out-of-home placements are counted in this measure. Children that are excluded are children in placement for less than 31 days, children residing outside of California, and non-child welfare placements.



ANALYSIS

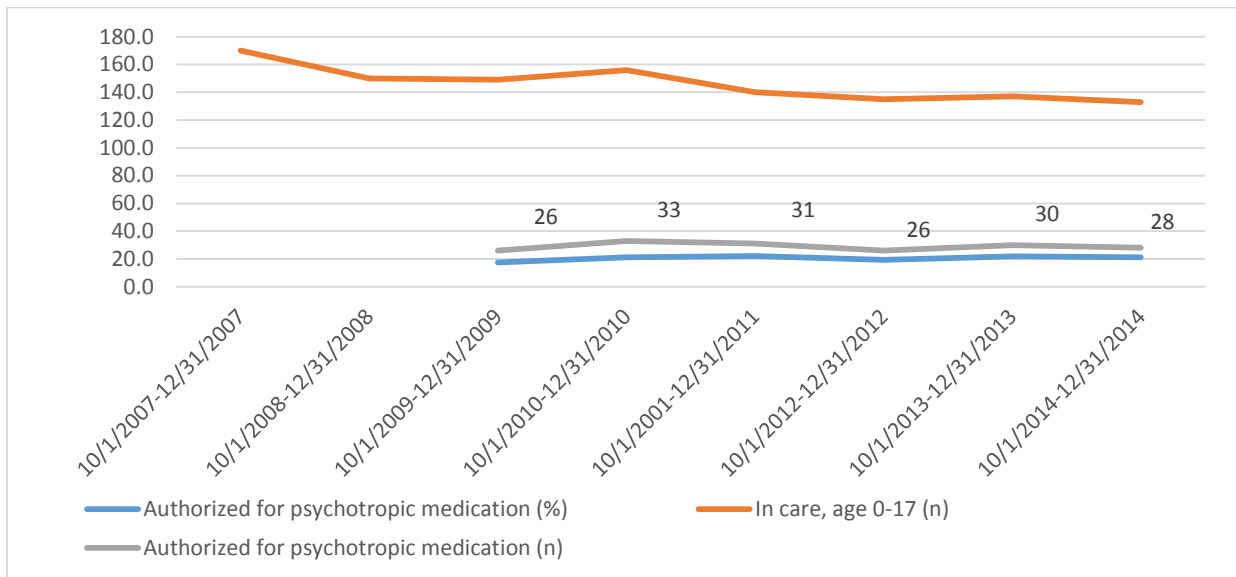
There are currently no federal or state data indicators for this Measure. The data demonstrates that, beginning in 2010, over 85% of Sutter County children in foster care were receiving timely dental examinations (based on annual aggregate data), and that this statistic trended upward since 2012 (staying at over 90%). Much of this strong performance in this

measure can be attributed to the strong partnership between the Public Health Foster Care Nursing staff and Sutter County social workers, ensuring timely dental services are provided and recorded into CWS/CMS and the children’s Health and Education Passports.

5F PSYCHOTROPIC MEDICATIONS

Measure: Of the children in foster care during a specific time period, what percentage of children have a court order or parental consent that authorizes the child to receive psychotropic medication?

Methodology: All children under age nineteen as of the last day of the quarter are counted in this measure, except for children that are non-child welfare placements, incoming ICPC placements, and non-dependent/legal guardians.



ANALYSIS

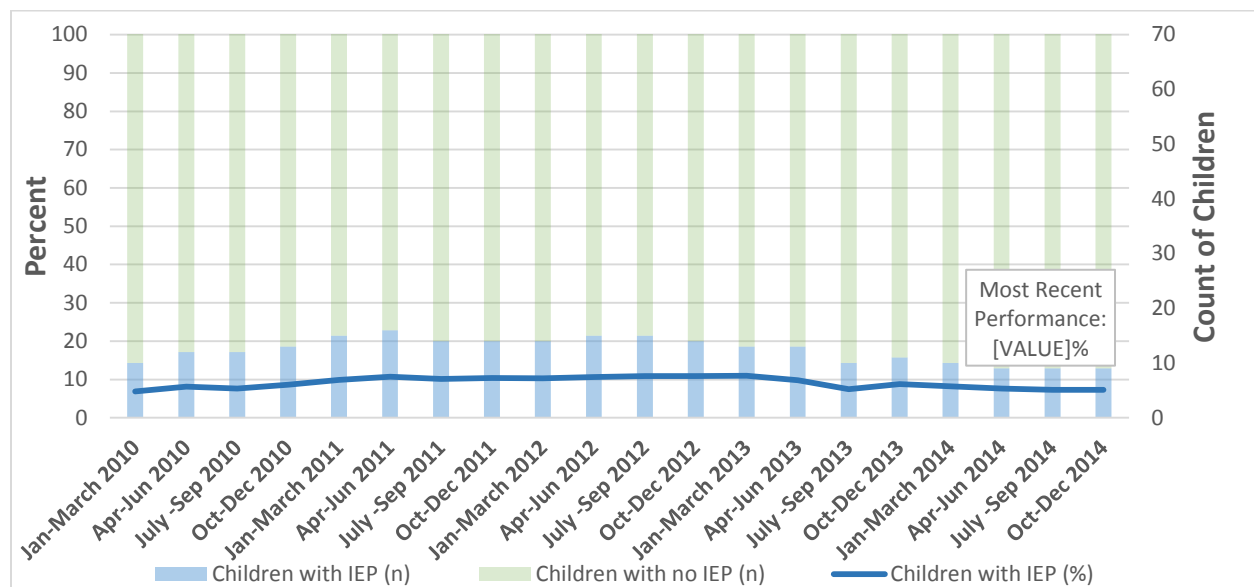
There are currently no federal or state data indicators for this Measure. The data suggests a fairly stable trend regarding authorizing psychotropic medication for children (at or near 20% over the past eight (8) years). However, there has been a slight decline in placement of youth, so the corresponding rate of authorization appears to have increased. This may be partially attributed to increased identification of mental health and medication needs or the partnership with the Foster Care Nurse, ensuring that medications are being authorized and provided to youth as needed.

The Foster Care Public Health Nurse, social workers, and or treatment team review have committed to reviewing each foster child’s medication, dosage and the duration of treatment to ensure that the child is receiving the appropriate dosage, for the appropriate length of time and that they are not receiving too many of the same family of medication. Sutter-Yuba Mental Health staff and leadership take an active role in monitoring medication usage for children in foster care, completing complex and lengthy Treatment Authorization Requests (TARs) for medication. In addition, new data match reports available through CDSS and the Department of Health Care Services will be made available to counties. In Sutter County, the Dependency Court Judge has also taken an interest in ensuring that foster children’s medications are properly reviewed and their needs to continue or discontinue medications are evaluated regularly. This team approach to monitoring will help ensure that Sutter County’s foster children are not being over medicated.

6B INDIVIDUALIZED EDUCATION PLAN

Measure: Of the children in foster care during a specific time period, what percentage of children have ever had an Individualized Education Plan (IEP)?

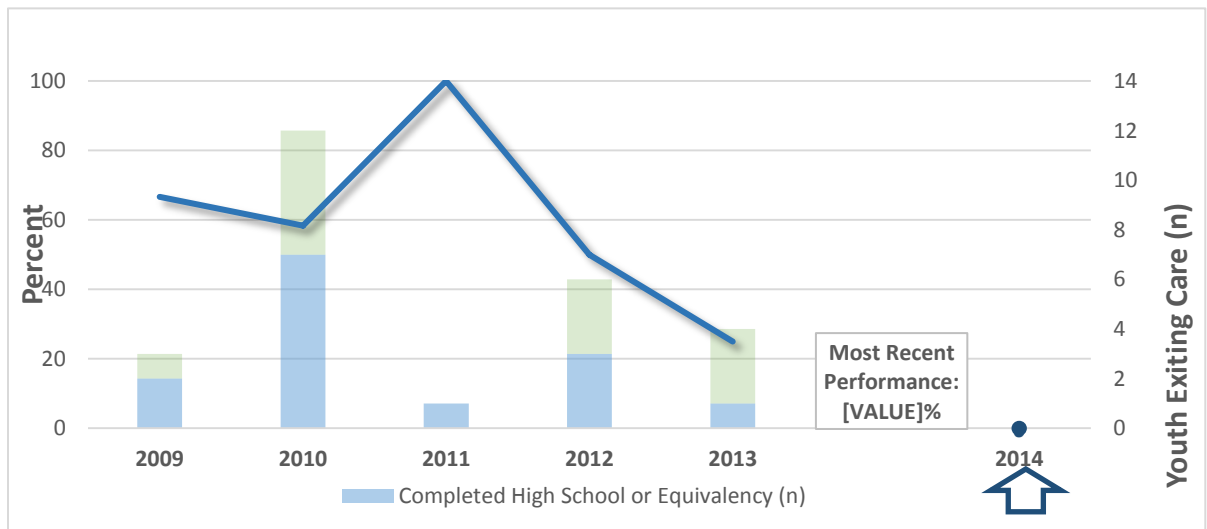
Methodology: This report provides the number of children under age nineteen in out-of-home placements who have ever had an IEP.



ANALYSIS

There are currently no federal or state data indicators for this Measure. The data indicates that the percentage of Sutter County children in foster care who have ever received Individualized Education Plans has slightly declined since 2011. From 2011-2013 the average was approximately 11%, dropping for once quarter to 7.5 % in Quarter 3 of 2013 and remaining near that point ever since.

8A COMPLETED HIGH SCHOOL EQUIVALENCY



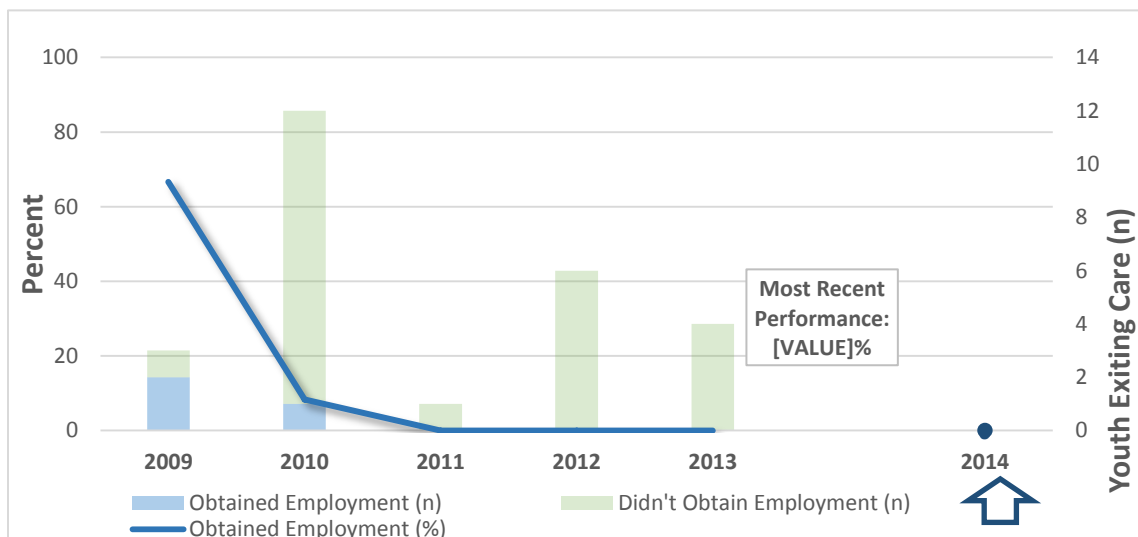
ANALYSIS

There are currently no federal or state data indicators for this Measure. There are currently no cases that meet criteria for review of this Measure. The small and limited data set complicates performance analysis of this Measure. It should be noted that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years. To ensure that this is not a data entry issue, a further study of data entry for this Measure should be conducted and asses any needs to support data entry for this outcome.

Looking at the data represented in the above graph, it appears that Sutter County had zero youth complete high school or obtain their high school equivalency. However, this data is inaccurate due to data error. The above chart includes only youth exiting care; since the passage of the Fostering Connections to Success Act (AB12) in 2010, youth are not “exiting care” and more and more are opting to remain dependents. Since these youth are not captured

in this data or on this chart, the data does not accurately reflect how many Sutter County foster youth have actually completed high school equivalency. These numbers will likely be more reflective of the number of youth who completed high school when those who have remained as Non-Minor Dependents exit care over the next several years.

8A OBTAINED EMPLOYMENT



ANALYSIS

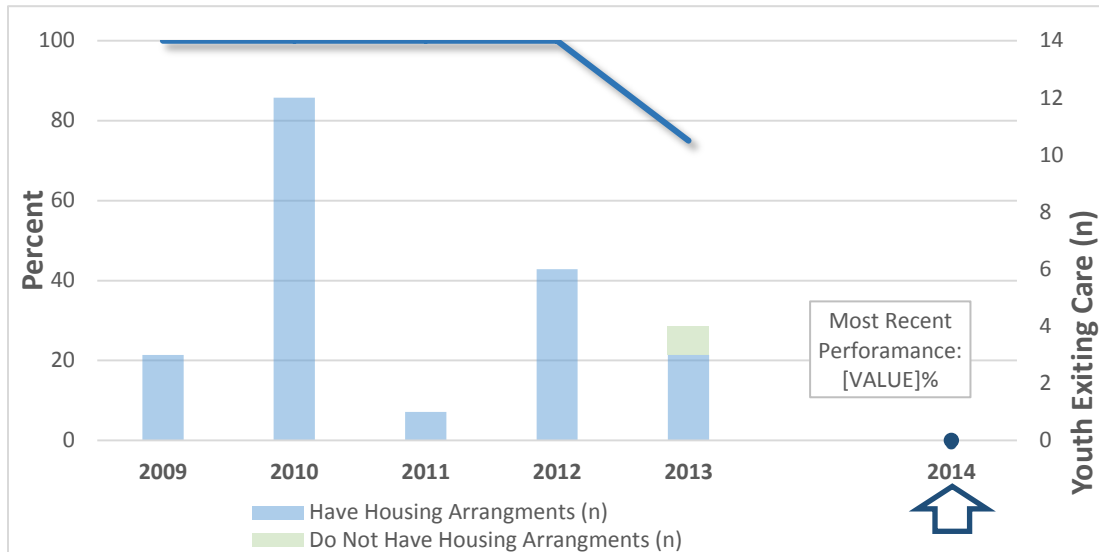
There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure; the appearance of a declining trend is partly explained by the fact that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years, but there was no data for the most recent time period.

This data is likely inaccurate due to data error. The above chart includes only youth exiting care. As above; since the passage of the Fostering Connections to Success Act (AB12) in 2010, youth are not exiting care and are opting to remain dependents up to age 21. Since these youth are not captured on this chart, the data does not accurately reflect how many youth obtained employment.

In 2014, Sutter County had three (3) youth graduate from high school and two (2) of those three (3) graduates went on to some form of higher education, which means that they did not seek employment post-graduation. Sutter County is proud of the youth who have

graduated and are seeking a higher education and is hopeful that their education will lead them to better employment opportunities in the future.

8A HOUSING ARRANGEMENTS

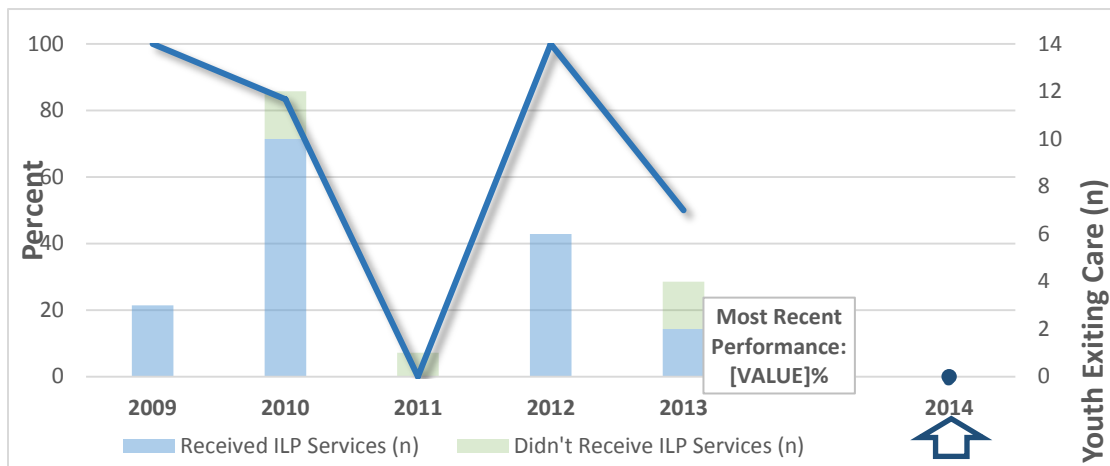


ANALYSIS

There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure, although there does appear to be a stable trend; the overwhelming majority of Sutter County children transitioning from foster care have housing arrangements. It should be noted that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years, currently with no data for this Measure.

With the implementation of AB12, more Sutter County Youth are choosing to remain in care after 18. Of those that choose to exit foster care, Sutter County holds a 90 day Transition meeting with the case carrying social worker, the ILP coordinator, and the youth’s foster parent or relative caretaker to develop a transition plan. This transition plan covers the topics of education, housing, employment, and connections important adults.

8A RECEIVED ILP SERVICES

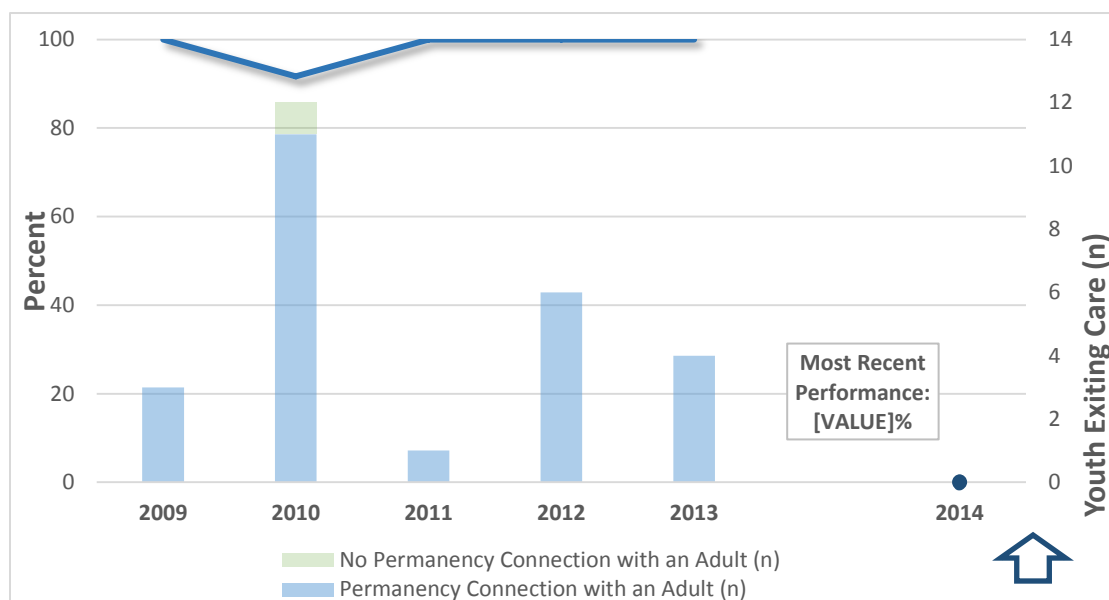


ANALYSIS

There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure; the appearance of a declining trend is partly explained by the fact that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years, with no current data for this Measure.

With the implementation of AB12, Sutter County has had less youth choose to exit foster care. As a result, more youth have remained in care and are participating in ILP services under the AB12 program. The ILP Coordinator does a tremendous amount of outreach work with the youth to encourage them to participate in ILP services as soon as they are eligible. The ILP coordinator ensures that ILP eligible youth are aware of the benefits of participating in ILP and that they have access to participating in ILP services.

8A PERMANENCY CONNECTION WITH AN ADULT



ANALYSIS

There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure; the appearance of a steady trend from 2009 to 2013 can partially explained by the fact that the number of cases that meet criteria for this Measure were small, however there is no data for 2014 for the Measure. The overwhelming majority of Sutter County children transitioning from foster care have a permanency connection with an adult (when looking a performance for all years with data).

Child Welfare has set an expectation that children transitioning from foster care as well as children currently in foster care have a permanency connection with at least one adult. Social Workers and Transitional Age Youth workers engage the youth in a discussion about who they want to have a connection with and in planning for how this contact is to occur.

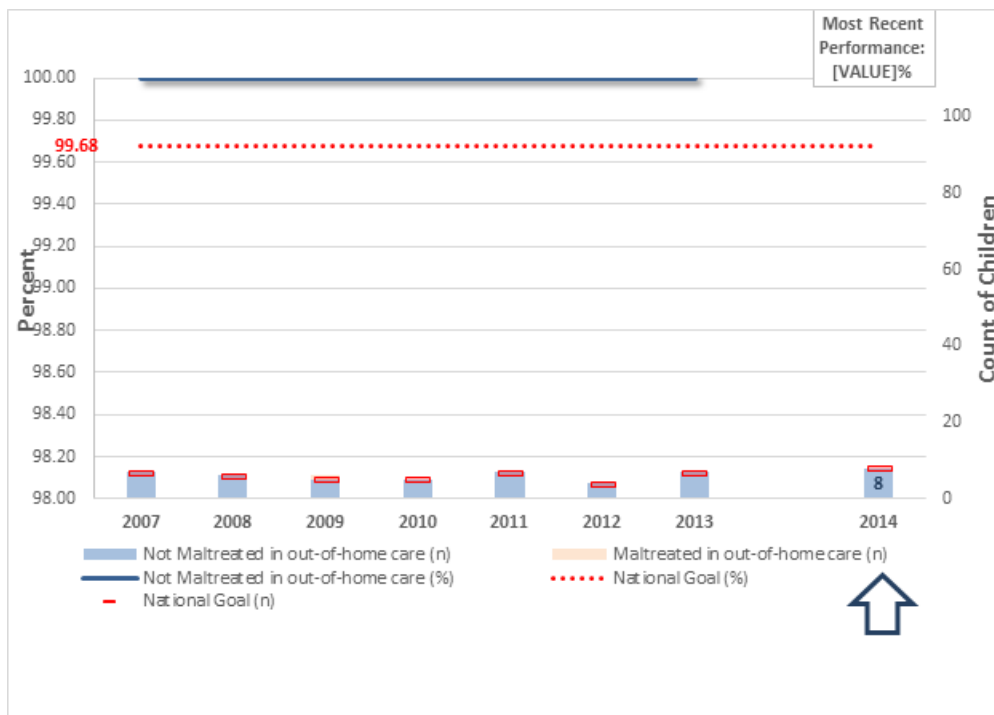
PROBATION DATA

(Data for this section was from the Q4 2014 Data Extract and looks back to 2007)

S1.1 NO RECURRENCE OF MALTREATMENT (FEDERAL STANDARD $\geq 94.6\%$)

This measure does not apply to Probation.

S2.1 NO MALTREATMENT IN FOSTER CARE (FEDERAL STANDARD $\geq 99.68\%$)



ANALYSIS

Sutter County Probation has been in compliance with this Measure (based on aggregate annual data) since 2007; there have been no documented cases of abuse occurring in foster care involving a Sutter County youth supervised by Probation since 2007.

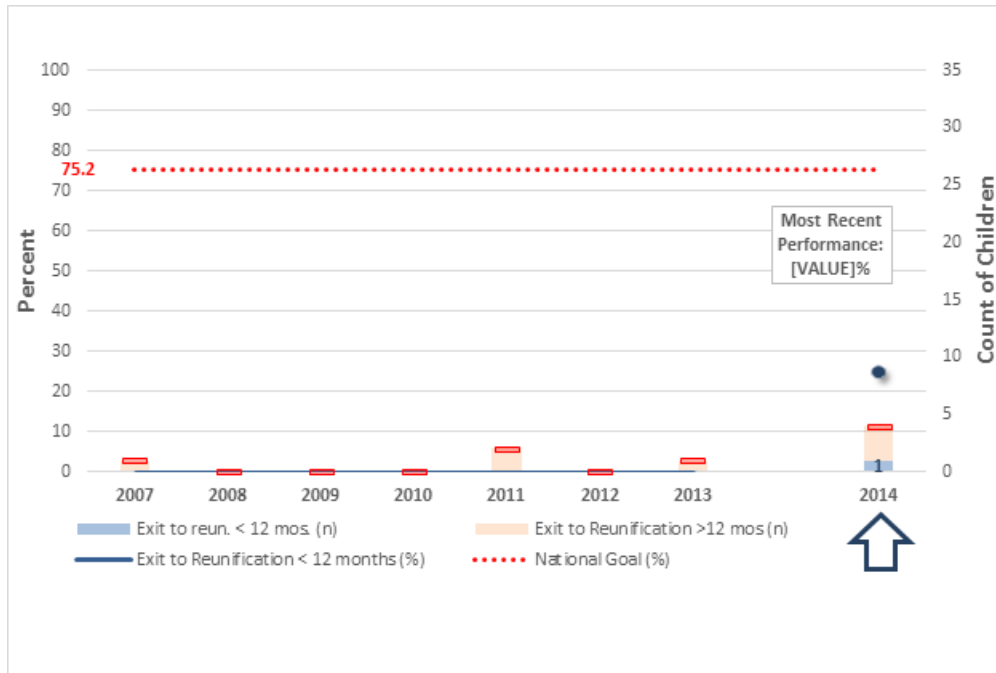
Probation officers and supervisors identified the low number of placements, coupled with the careful screening and placement matching that the Sutter County Probation provides as being directly linked to absence of maltreatment in care. They strive to search for the best placements and treatment staff, ensuring that they only place into programs that will meet youth's needs and have excellent standards.

The probation department does an extensive background check into potential placements prior to the actual placement of the youth. This could be running rap-sheets, contacting licensing to inquire about a certain group home, visiting the site prior to the youth being placed, and holding several treatment team meetings with the potential placements (family/friends/group homes) to ensure the safety of the youth. Probation is committed to the

care of the youth that are in foster care; therefore, each potential placement is thoroughly evaluated.

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT) (FEDERAL STANDARD ≥ 75.2%)

Overall analysis of reunification C1.1 – C1.3 is included after the data for C1.3 is presented.

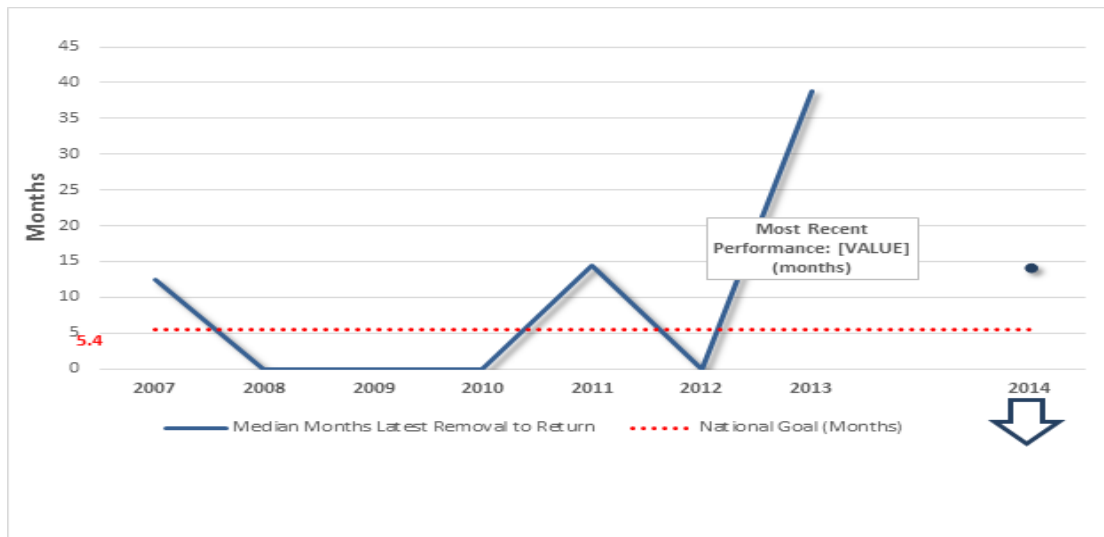


ANALYSIS

Sutter County Probation is currently not in compliance with this Measure and has not been in compliance (based on aggregate data) since CWS/CMS data collection began for Probation.

C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT) (FEDERAL STANDARD ≤ 5.4%)

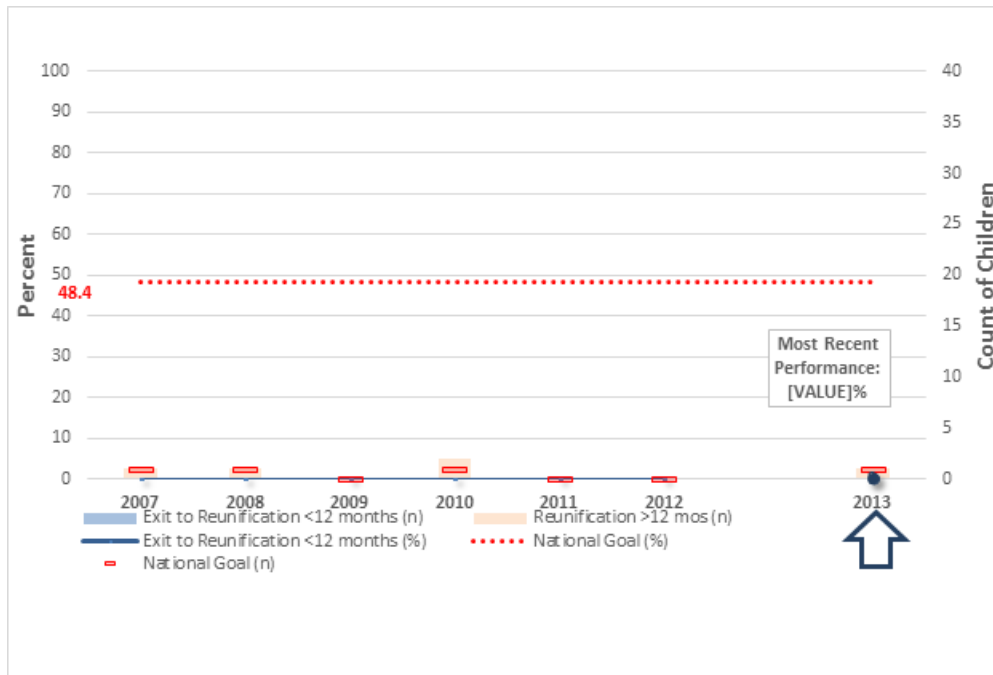
Overall analysis of reunification C1.1 – C1.3 is included after the data for C1.3 is presented.



ANALYSIS

Sutter County Probation is currently performing above the national goal for their Measure and has been in compliance (based on aggregate data) since 2012. Probation’s use of county services, including Children Systems of Care and WRAP, to provide the youth’s family and parents with concurrent and aftercare services has been a positive force in maintaining compliance with this measure.

C1.3 REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT) (FEDERAL STANDARD ≥ 48.4%)



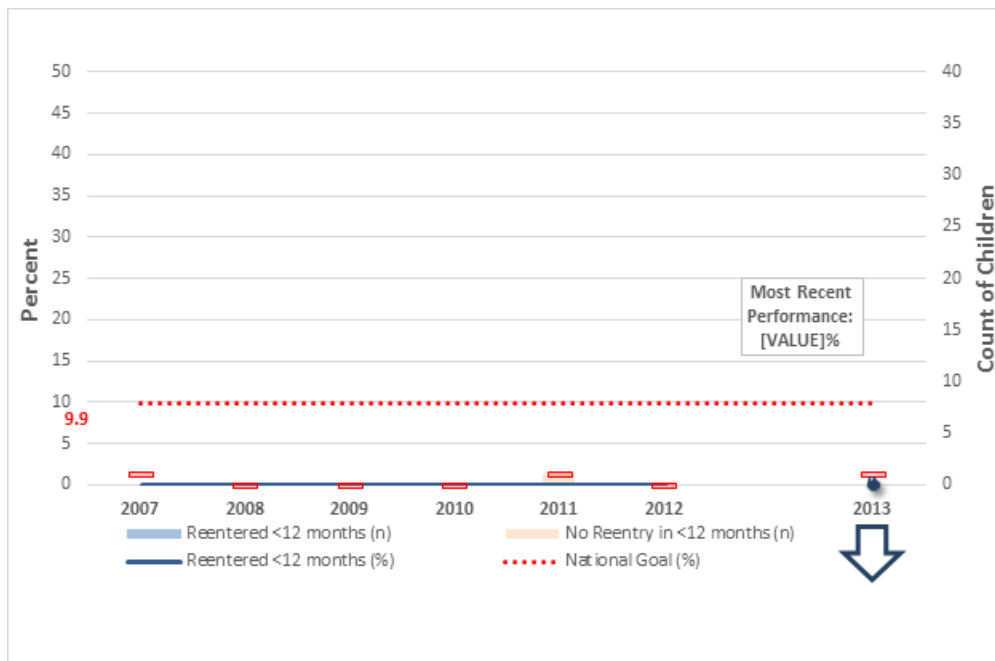
ANALYSIS

Sutter County Probation is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2007.

Stakeholders acknowledged Probation officers for their excellent collaboration with service providers, relationship building and engagement with families as best practices for helping families achieve timely and successful reunification. The use of motivational interviewing and the provision of direct services by officers within the department were other best practice. Barriers to successful reunification include youth remaining in the home without adequate family support, parental substance abuse or mental health issues, lack of willingness to participate in their treatment or behavioral changes and incarceration. Lack of parent support/engagement while youth are in placement and lack of necessary services being provided to the parent were identified as additional challenges. Youth may experience additional challenges to staying in placement due to failure to follow rules, drug use and violence that can lead to youth being asked to leave placement.

The other issue to look at is that probation youth places only extreme high risk cases. So for instance, if the youth is in care due to an underlying sex offence, is not likely that reunification will occur within the 12 month period due to several issues such as: JSO Treatment taking longer than 1 year, the family not wanting the youth back, and the location of the victim. For cases that aren't JSOs, there is usually a significant mental health component that plays into the equation; therefore, treatment may take a long time. Further, probation deals with an older population; therefore, behavior, adjustment in placement, and community risk/safety must all be considered when deciding to move a youth to a less restrictive environment.

C1.4 REENTRY FOLLOWING REUNIFICATION (FEDERAL STANDARD ≤ 9.9%)



ANALYSIS

Sutter County Probation is currently in compliance with this Measure, and has been in compliance (based on aggregate annual data) since 2007. Due to very low number of youth that meet criteria for this measure, a single child entering or reentering the system significantly impacts this Measure. Currently, there are no children that meet criteria for this Measure. Stakeholders identified several best practices for maintaining youth in their home to prevent re-entry into placement including engagement with the youth and parent early in the case, PO collaboration with service providers, regular case staffing, use of Wraparound and natural

supports for youth and consistent use of risk/needs assessment tools. The variety of intervention programs available for youth at risk of placement was also identified as a strength for the county (individual therapy, TFCBT, TBS, CBS and WRAP).

Factors that may lead to re-entry into placement include criminogenic risk factors that are not addressed or are not addressed properly during initial placement and treatment. At times, the recommendation for community based services is overridden by the Court. The Court then orders the minor out of home. Many times, this has happened due to numerous violations of Probation/Court orders. Additionally, the Court may order out of home placement for youth who are over the age of 18 and eligible for Extended Foster Care (EFC) or at the minor's request.

Stakeholders and Probation staff identified their level of intervention and careful selection of treatment facilities as a strength to having no re-entry. Additionally, Probation does not elect to return youth home unless they have successfully completed treatment and have addressed the concerns that brought them into the system. When older youth have completed treatment, but have no stable home to return to, Probation will strive to look for long term placement options that will help the youth to be successful.

Overall Probation does an adequate assessment when returning the youth home, because the last thing we want is for the youth to return to foster care. Therefore, when a youth exits foster care, either they are routed to AB12/EFC Services or they are linked up with local resources in the community (SYMH, Victor's Community Outreach, CSOC, TAY etc).

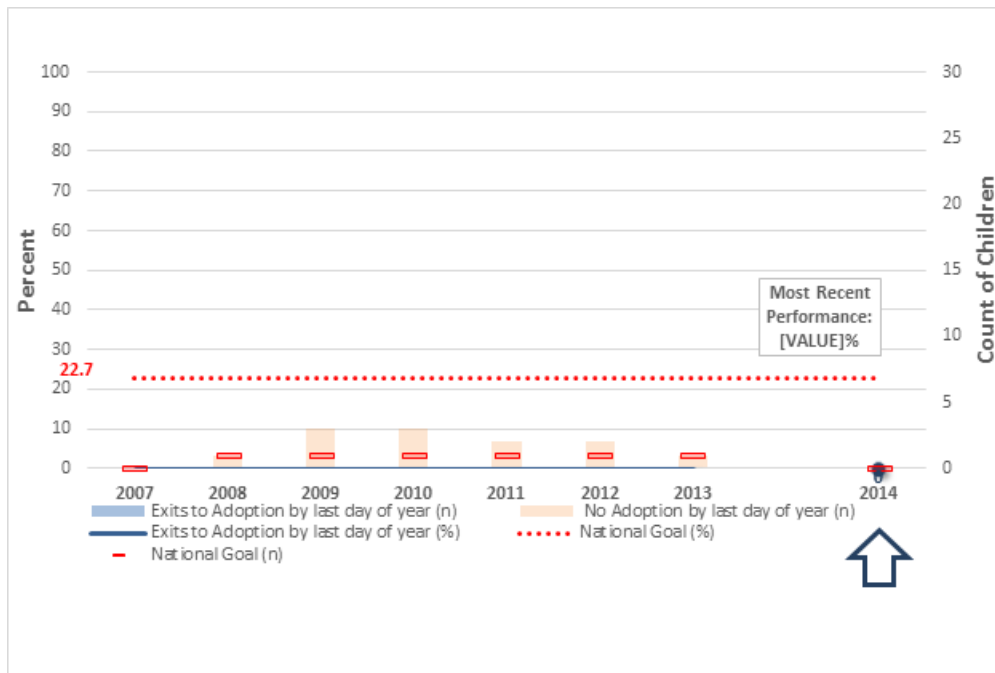
C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT) (FEDERAL STANDARD \geq 36.6%)

Sutter County Probation has no youth that met criteria for inclusion in this Measure since 2007.

C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT) (FEDERAL STANDARD \leq 27.3 MONTHS)

Sutter County Probation has no youth that met criteria for inclusion in this Measure since 2007.

C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD $\geq 22.7\%$)



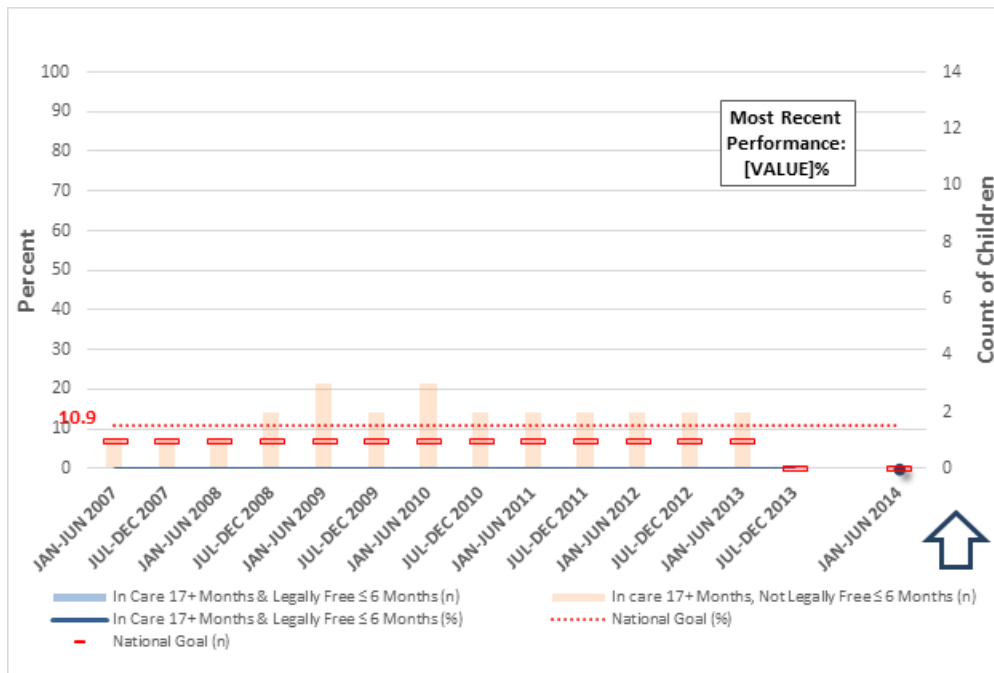
ANALYSIS

Sutter County Probation is currently out of compliance with this Measure and has been out of compliance (based on aggregate annual data) since 2007. There were youth who met the criteria in years 2008-2013, however, only one child in each year met the criteria.

Stakeholder and Probation staff indicate that currently, Probation have not yet had any cases that have led to adoptions, but they are looking at moving toward the increased use of Relative placements.

In recent years' Probation has made efforts to establish more guardianships, however, as of yet, there have been no adoptions.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 10.9%)



ANALYSIS

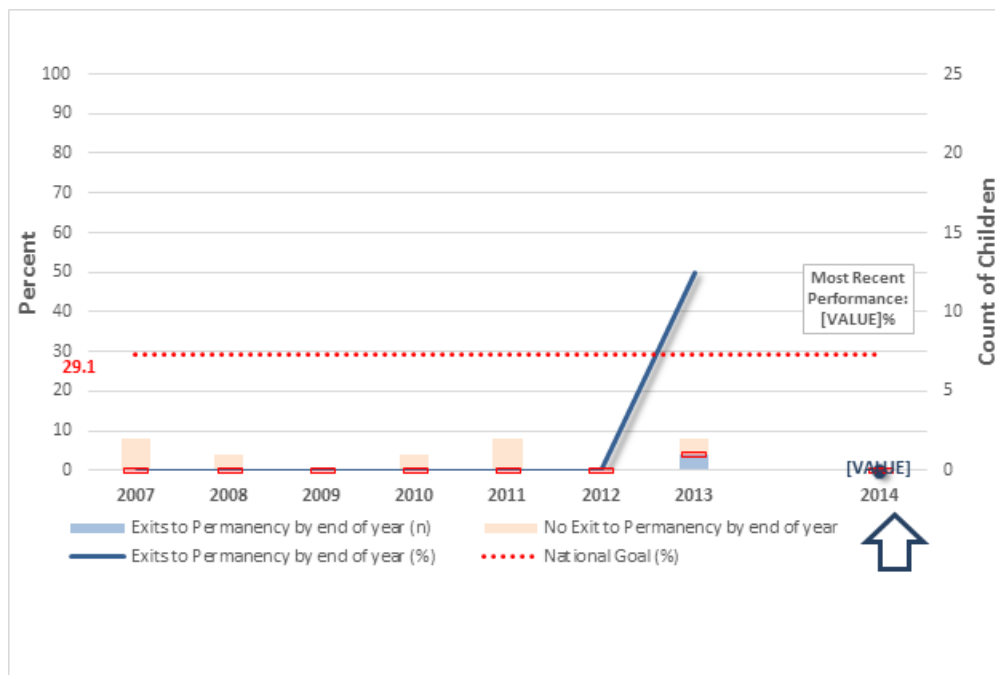
Sutter County Probation is currently out of compliance with this Measure and has been out of compliance since 2013. Sutter County had no youth that met criteria for this measure in 2014, from July 2013-June 2013, the county met or exceeded the national goal for this Measure.

Due to having no youth that meet this criteria, there is no available information for analysis of this measure.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE) (FEDERAL STANDARD ≥ 53.7%)

Sutter County Probation has no youth that met criteria for inclusion in this Measure since 2007.

C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE) (FEDERAL STANDARD $\geq 29.1\%$)



ANALYSIS

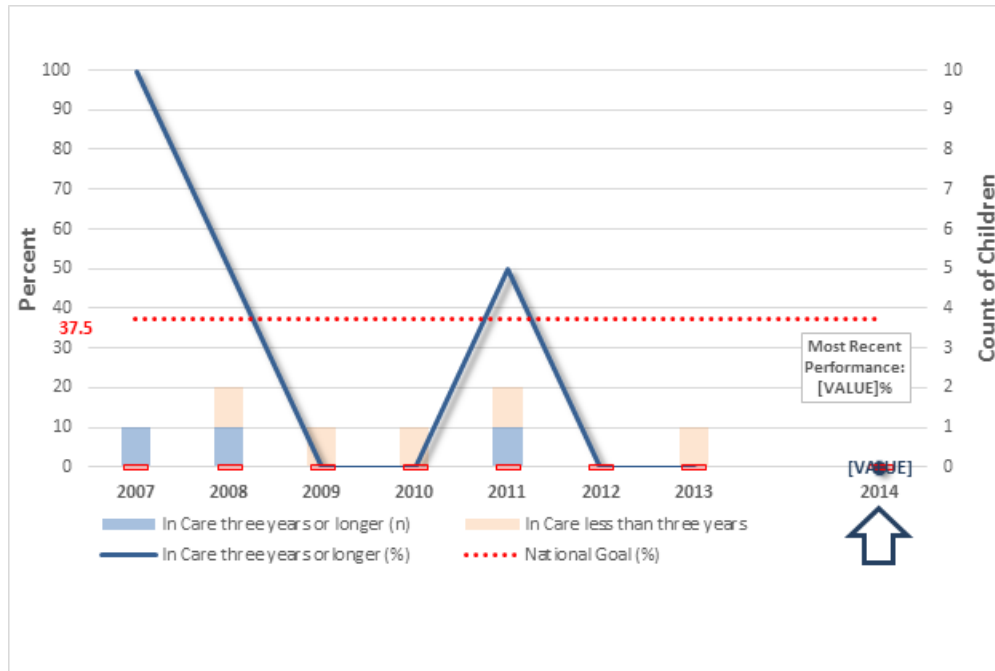
Sutter County Probation currently has no youth that meet criteria for inclusion in this Measure. Sutter County had been in compliance in 2013 with 50% of its children meeting this measure, but had previously been out of compliance (based on aggregate annual data) from 2007-2012.

Stakeholders and Probation staff identified the lack of program supports for youth to transition into Extended Foster Care and aftercare programs as an area where Sutter County is lacking. Since youth are often placed out of county, they receive ILP through their placement, but do not engage with a local program. When they transition into aftercare programs, they have limited relationships built and are more at risk of the negative influences of their old support system. These risks include family criminality, lack of connecting to community supports, lack of formalized substance abuse treatment, lack of willingness to participate in treatment due to cultural beliefs, lack of self-efficacy and belief of being helpless.

C3.2 EXITS TO PERMANENCY (LEGALLY FREE AT EXIT) (FEDERAL STANDARD ≥ 98%)

Sutter County Probation has no youth that met criteria for inclusion in this Measure since 2007.

C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18) (FEDERAL STANDARD ≥ 37.5%)



ANALYSIS

Sutter County Probation is currently out of compliance with this Measure. Sutter County had been out of compliance (based on aggregate annual data) from 2009-2010, back in compliance in 2011, and then out of compliance since 2012. It should be noted, however, that there were no youth that met criteria for inclusion in this Measure in the four years that the measure was not met.

As referenced in C3.1, there are several identified factors that impact successful outcomes for emancipated youth. Youth being able to access services and supports and having strong connections improves the likelihood of success upon aging out of care. Stakeholders identified that Probation officers strive to help make these connections and promote these prosocial and community supports and connections.

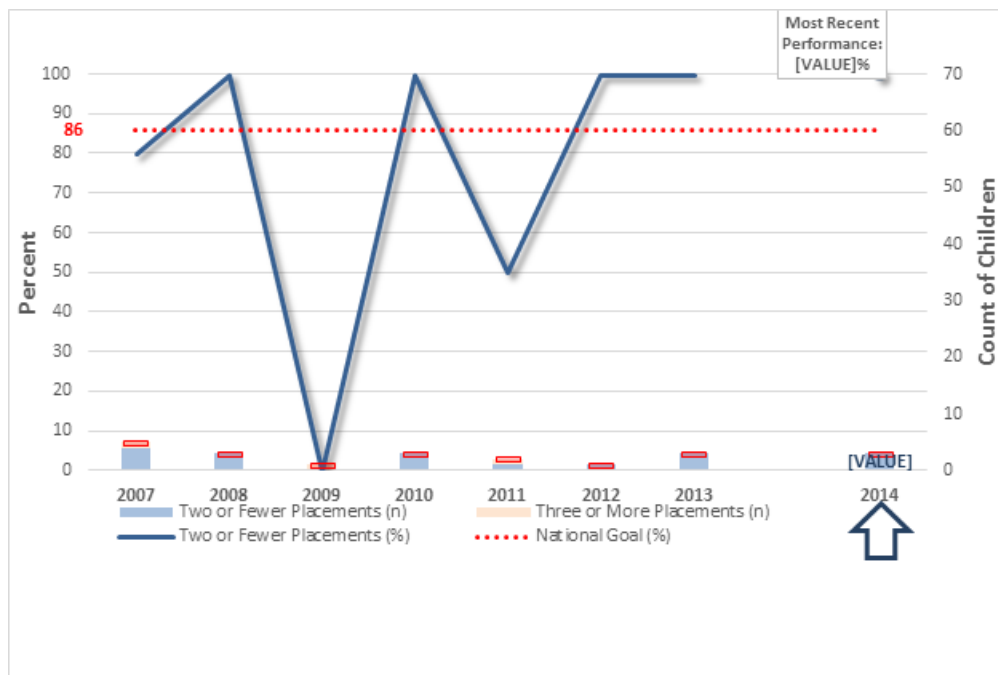
Probation officers were acknowledged by stakeholders for supporting youth in transition to adulthood through engagement and connection to resources and services

including ILP services, life skill development, obtaining health insurance, Cal Fresh benefits, housing, educational support, and treatment and employment services. POs demonstrate an awareness of the importance of these services to support transition age youth. POs experience some challenges when parents are not engaged in supporting the youth or the youth refuses services.

Although we would like youth to be emancipated, the truth is that it is a difficult process to do because the youth must show stability in several functions of his/her life. As of yet, probation has not evaluated a youth that would meet all the criteria needed for emancipation.

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE) (FEDERAL STANDARD ≥ 86%)

Analysis for C4.1 – C4.3 is included after the data for C4.3 is presented.

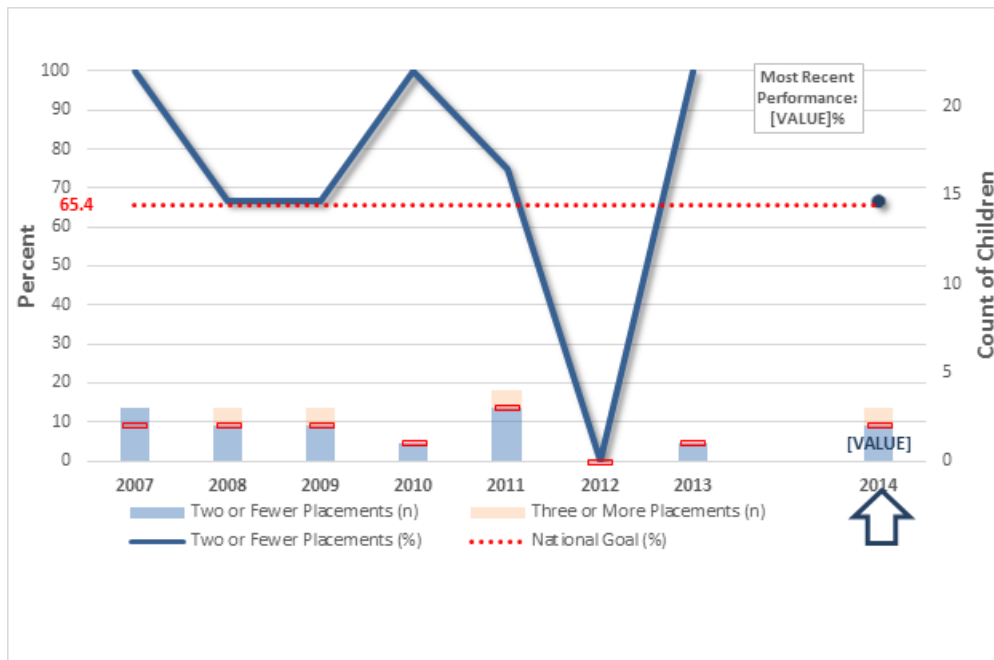


ANALYSIS

Sutter County Probation is currently in compliance with this Measure and has been in compliance (based on aggregate data) since 2012. Use of psychological evaluations and thorough interviews with group home facilities has been instrumental in matching youth with placements bases on the youth’s needs and the facility’s services provided.

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 81.3%)

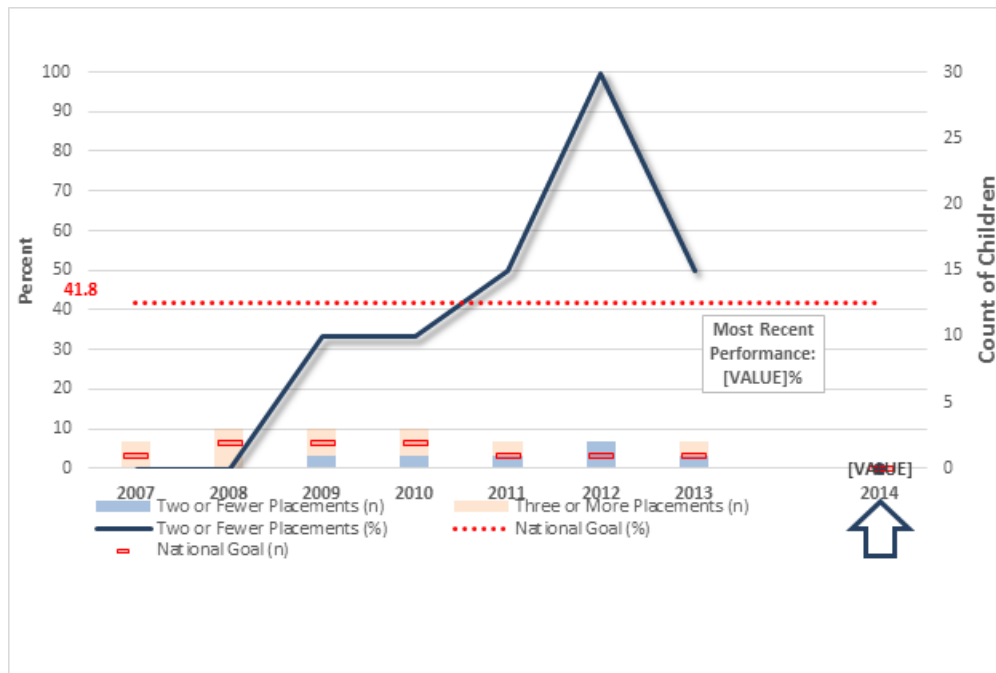
Analysis for C4.1 – C4.3 is included after the data for C4.3 is presented.



ANALYSIS

Sutter County Probation is currently in compliance with this Measure and has been in compliance (based on aggregate data) since 2013. Since 2007, Sutter County only dropped below the national standard once, in 2012, and there were no youth eligible for this measure in that year. Use of psychological evaluations and thorough interviews with group home facilities has been instrumental in matching youth with placements bases on the youth’s needs and the facility’s services provided.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 41.8%)



ANALYSIS

Sutter County Probation has been in compliance with this Measure since 2011 and has been steadily improving performance (based on aggregate data) since 2007.

Per stakeholders, placement stability is a persistent challenge to probation due to a lack of available placements in the county that are able to meet the needs of the youth being placed. Youth are often placed farther from home, presenting challenges for treatment and maintaining family connections. Probation staff work to provide access to the least restrictive placements, but foster family homes are not generally prepared to deal with the treatment and behavioral needs of delinquency youth.

Additional barriers are experiences when youth choose to leave placement, are not invested in their treatment programs and their mental health needs are not sufficiently met. Lack of parent support/engagement while youth are in placement and lack of necessary services being provided to youth in placement were identified as additional challenges. Additionally, youth are often asked to leave placement due to failure to follow rules and ongoing criminal behaviors including drug use and violence.

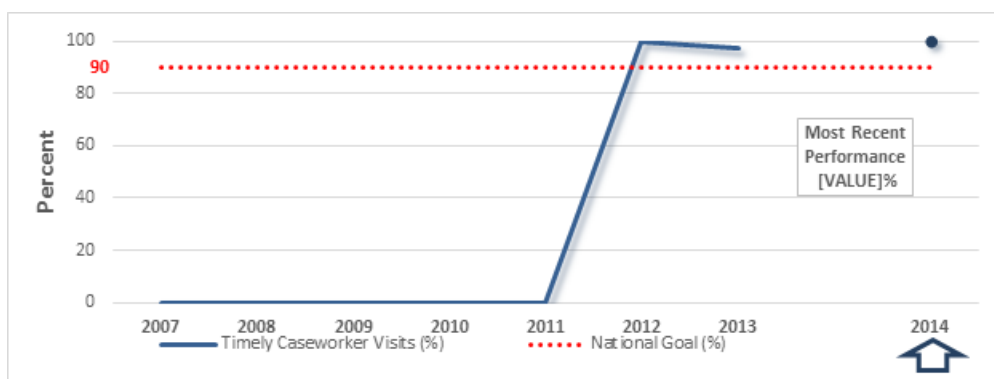
Recommendations of stakeholders to improve practices related to issues of placement stability include continuing to offer early engagement of parents into the treatment plan, working with the courts to consistently order parent participation and educating youth about the importance of parent participation. Additionally, there was a suggestion from stakeholders to find additional treatment resources for substance abuse treatment for youth, as there are not adequate services available locally.

Probation strives to ensure stability in placement because as we know the more placement moves the youth has, the more difficult it becomes for the youth. Probation will put in a lot of work at the onset of a case to choose the right type of placement to meet the needs of the youth. The PO will meet with the group home in advance and inquire about the treatment that is being offered. The PO will also have a conversation with the placement in terms of maintaining the youth and not giving up when delinquent behaviors arise. The placement is usually also more willing to work with the PO because they know that the PO will be there in any time of need. Further, the PO also has juvenile hall to utilize in terms of emergency situations when a time out might be needed for the youth.

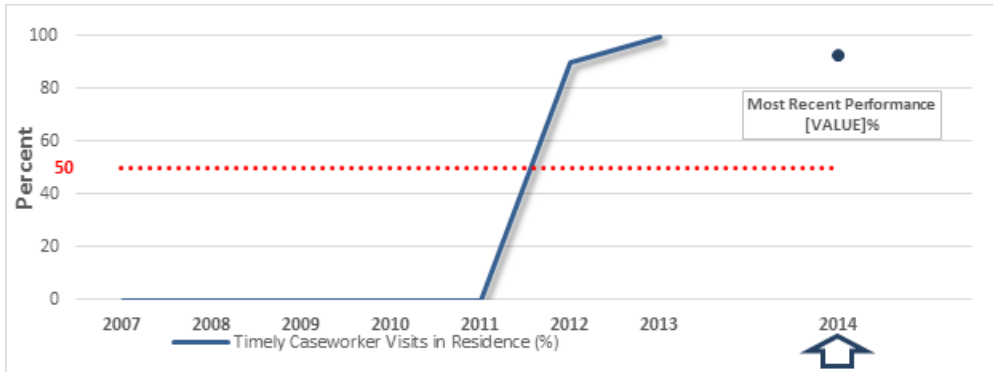
2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE

This measure does not apply to Probation.

2F TIMELY CASEWORKER VISITS WITH CHILDREN



2F Timely Caseworker Visits (in Residence) (Probation)



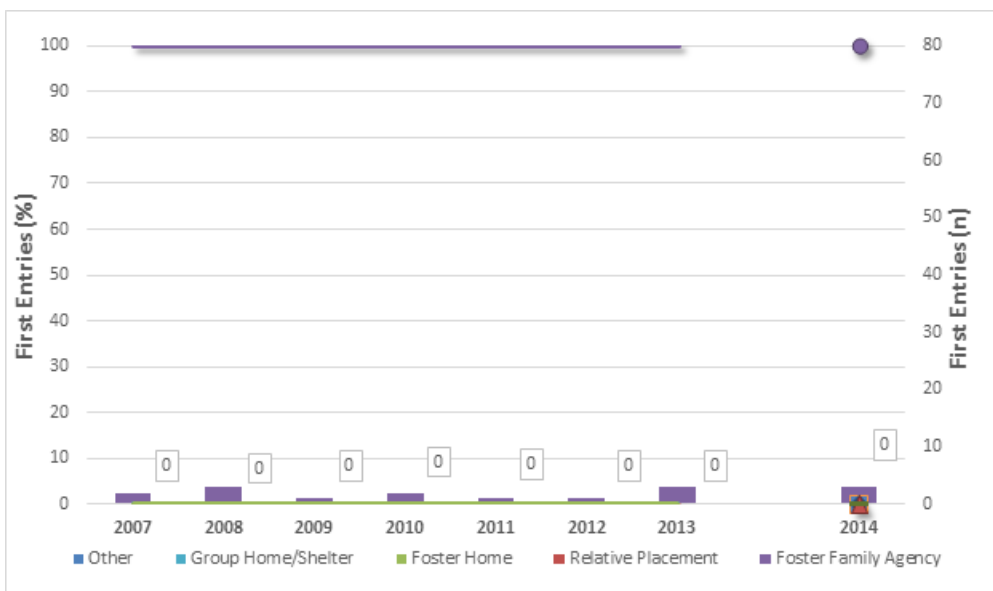
ANALYSIS

Sutter County Probation is currently in compliance regarding timely visits, for the basic standard and the in residence outcome Measure since 2012. It should be noted that data for this Measure is only available from 2012 onwards, and that performance on this Measure is trending positively.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

This measure does not apply to Probation.

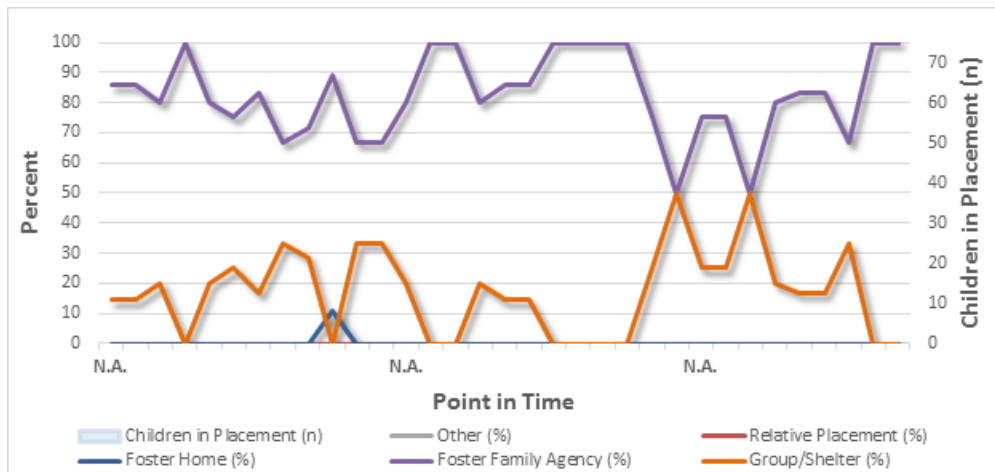
4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)



ANALYSIS

There are currently no federal or state data indicators for this Measure. The data indicates that the majority of children who enter foster care for the first time in Sutter County via Probation will be placed in into a group home.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

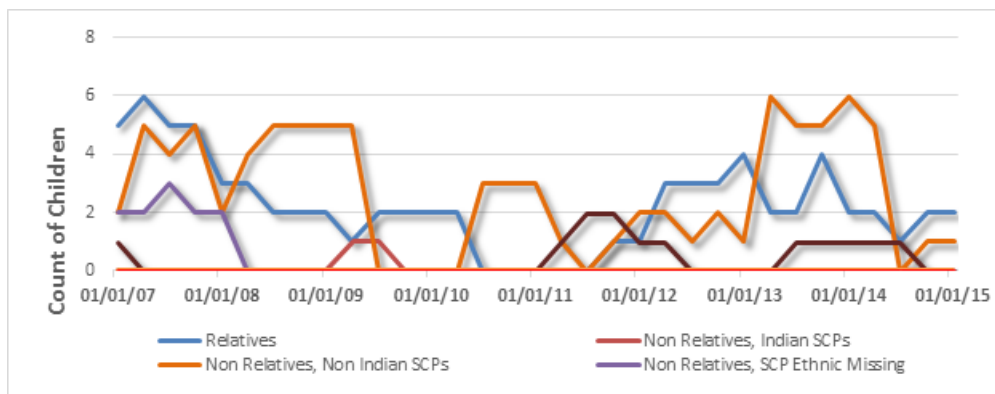


ANALYSIS

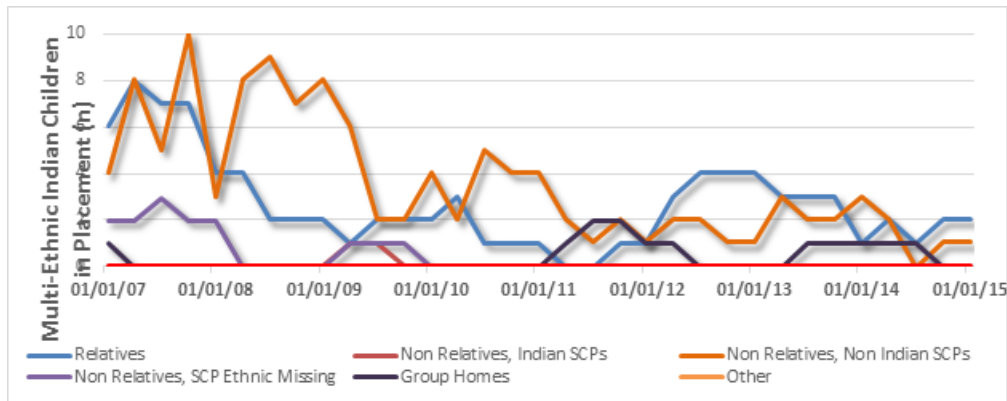
There are currently no federal or state data indicators for this Measure. The data indicates a declining trend of group home placement and increasing trends in Foster Family Agency placements over the past four (4) years for Probation placements.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

4E(1) Placement Status for Children With ICWA Eligibility (Point in Time) (Probation)



4E(2) Placement Status for Children with Primary or Mixed (Multi) Ethnicity of American Indian (Point in Time) (Probation)



ANALYSIS

There have been small numbers of youth that meet criteria for ICWA eligibility in supervised Probation care in Sutter County since July 1, 2007. There are currently three youth in supervised Probation care in Sutter County with one placed in a non-relative, non-native placement, the remaining two children are placed with relatives. There does not appear to be enough data on this Measure to determine a trend, however there has been increased relative placement for native children since 2012.

5B (1) RATE OF TIMELY HEALTH EXAMS

This measure does not apply to Probation.

5B (2) RATE OF TIMELY DENTAL EXAMS

This measure does not apply to Probation.

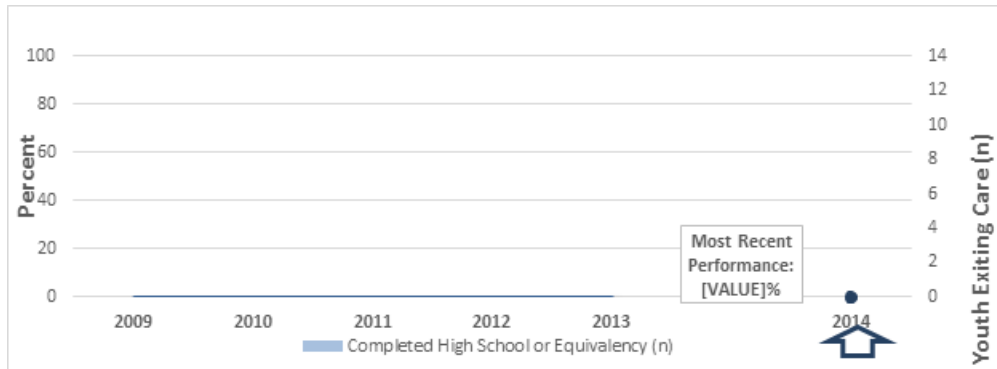
5F PSYCHOTROPIC MEDICATIONS

This measure does not apply to Probation.

6B INDIVIDUALIZED EDUCATION PLAN

This measure does not apply to Probation.

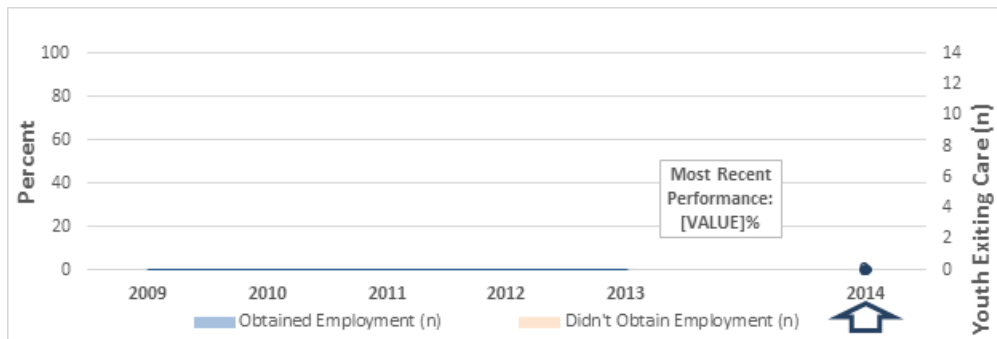
8A COMPLETED HIGH SCHOOL EQUIVALENCY



ANALYSIS

There have been no Sutter County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

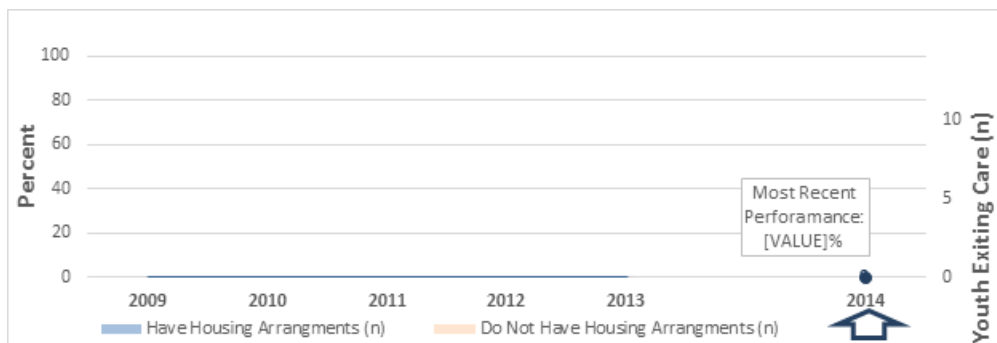
8A OBTAINED EMPLOYMENT



ANALYSIS

There have been no Sutter County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

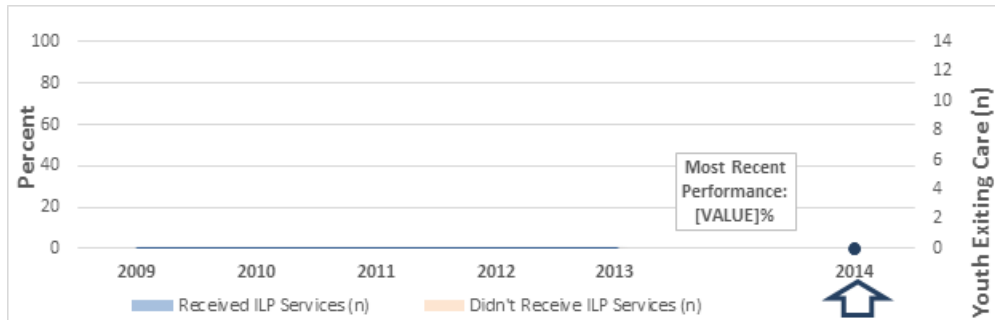
8A HOUSING ARRANGEMENTS



ANALYSIS

There have been no Sutter County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

8A RECEIVED ILP SERVICES



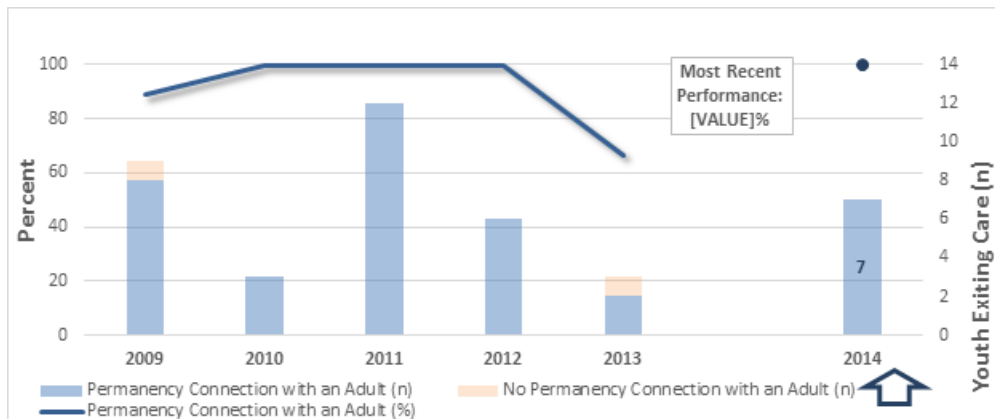
ANALYSIS

There have been no Sutter County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

As soon as the youth is of the age, the PO enrolls the youth into ILP Services. For instance, if the youth is in a group home, the PO will have already made arrangements with the group home to get the youth started in the ILP services offered in that areas. The Services could include: money management, resume building, how to balance a check book, how to manage a home, and job search.

Though this measure shows no data for the time period under review, information is entered into CWS/CMS and both the NYTD and AFGARS reports are run regularly to ensure compliance. In working on this report, it was identified that these numbers are not matching. Therefore, it is interesting that this data is not reflective of that. This will be a key issue to focus on in the upcoming SIP to ensure that the error no longer occurs and that data entry is consistent.

8A PERMANENCY CONNECTION WITH AN ADULT



ANALYSIS

Sutter County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2010, dropping only once in 2013 with a single youth failing to meet this measure. Most recent performance shows all youth met this measure in 2014.

Stakeholders and Probation staff acknowledged that this is one of the key areas to ensuring youths long term success and that they strive to support youth in building these connections. Data shows that 100% of youth met this outcome in 2014.

Summary of Findings

The County Self-Assessment (CSA) is one of three major components required by the C-CFSR. The C-CFSR is a result of the California's Child Welfare System Improvement and Accountability Act (AB636). In May and June of 2015 Sutter County Child Welfare Services and Sutter County Juvenile Probation conducted a large scale community stakeholder collaboration which focused on the performance of critical child welfare and probation outcomes as well as key systemic issues. The Peer Review (PR) process was also conducted in order to focus on the area of Placement Stability. Included in this process is a detailed data analysis of individual and composite outcome data measurements. In addition, since June 2008 the state has integrated into this process an analysis of the expenditure of federal and

state funds for promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP) funding streams.

The CSA and PR conducted in Sutter County produced some rich data that has been further analyzed to begin to fashion and form the basis of the five-year System Improvement Plan for Sutter County. There has been extensive feedback from various stakeholders and the county also conducted seven targeted focus groups including social workers probation officers social worker supervisors and probation supervisors; foster/relative caregivers; biological parents and foster youth.

There are many indicators that contribute to populations and therefore families being identified at high risk, including living below the poverty level, increased use or abuse of substances, mental health issues, domestic violence, teen and young adult parents, low infant birth weight, homelessness. Therefore, in reviewing Sutter County these elements are among those which have been identified. Since the previous CSA in 2010 there continues to be many indicators for at risk populations with no one element identified as being at greatest risk for maltreatment.

With the advent of the implementation of the qualitative case review process for child welfare and probation, which examines practices and ensure conformity with Title IV-E and Title IV-B requirements, there will be additional qualitative data that will likely influence the development of subsequent SIP updates in the next 5-year plan.

CHILD WELFARE SERVICES

Service Gaps

Responses from stakeholders provided some emerging themes for needs and services in the community for children and families involved with Child Welfare. Stakeholders cited the need for the following:

- Needs for increased availability of affordable safe housing
- Substance abuse services, particularly those for youth
- Culturally sensitive services for Punjabi and Latino families especially related to support groups and parenting

- Recruitment, retention and training of local foster homes and relatives or other non-related extended family members to meet with needs of the complex needs of children
- Income and employment.

Barriers to access services were identified including;

- Limited transportation
- Appropriate childcare

Progress Made in Recent Years to Address Service Gaps

Sutter County continues to make significant progress in the safety, well-being and permanency of children in the past few years with an emphasis on collaborative efforts through multi-disciplinary groups, FAST, FIT, SuperFAST, Linkages, Adoptions monthly collaborative, coordinating case planning and engaging families. Some of these areas that have been developed and will continue to grow and develop including

- Safety Organized Practice – engaging families in case planning and progress mapping
- Social Enrichment programs for children including Rollercoasters; Able Riders and Summer Camp opportunities
- Linkages program efforts strengthening families through coordinated case planning services; especially helpful to meet unmet needs of child care, assistance with housing and of course employment and training. Family Stabilization funding critical to help families get their affordable housing
- Access to Child Development Behavior Specialist
- Access to appropriate mental health services for children and adults

County Performance on Outcome Measures

Child Welfare Services

For the comparison period, Sutter County Child Welfare’s current performance is above the national standard and has historically on average exceeded the national standard in the following areas:

C2.1: Adoption Within 24 Months (Exit Cohort)

C2.2: Median Time to Adoption (Exit Cohort)

C2.3: Adoption within 12 Months (17 Months in Care)

2B: Percent of Child Abuse/Neglect Referrals with a Timely Response

2B: Timely Response- Immediate Response Referrals

2F: Timely Caseworker Visits with Children

2F: Timely Caseworker Visits with Children (In Residence)

For the comparison period, Sutter County Child Welfare's current performance has increased to above the national standard from historically, on average, performing below the national standard in the following areas:

C2.4 Legally Free within 6 Months (17 Months in Care)

C2.5: Adoption within 12 Months (Legally Free)

C3.2: Exits to Permanency (Legally Free at Exit)

For the comparison period, Sutter County Child Welfare's current performance has dropped below the national standard for 2014, but has historically, on average, exceeded the national standard, in the following areas:

S1.1: No Recurrence of Maltreatment

S2.1: No Maltreatment in Foster Care

C4.1: Placement Stability (8 Days to 12 Months in Care)

C4.2: Placement Stability

2B: Timely Response- 10-Day Response Referrals

For the comparison period, Sutter County Child Welfare's current performance is below the national standard and has historically, on average, performed below the national standard in the following areas:

C1.1: Reunification within 12 Months (Exit Cohort)

C1.2: Median Time of Reunification (Exit Cohort)

C1.3: Reunification within 12 Months (Entry Cohort)

C1.4: Reentry Following Reunification

C3.1: Exit to Permanency (24 Months in Care)

C3.3: In Care 3 Years or Longer (Emancipation/Age 18)

C4.3: Placement Stability (At Least 24 Months in Care)

The following data measures have no federal or state data indicators but are trending positively or consistently in Sutter County:

4A: Siblings Placed together in Foster Care

4B: Least Restrictive Placement (Entries First Placement)

4B: Least Restrictive Placement (Point in Time)

- 4E: ICWA & Multi-Ethnic Placement Status
- 5B: Rate of Timely Health Exams
- 5B(2): Rate of Timely Dental Exams
- 5F: Psychotropic Medications
- 8B: Individualized Education Plan (No Federal or State data indicators but trending consistently in number of children with IEP'S)

The following data measures have no federal or state data indicators and the data listed is inaccurate as it only captures youth who are exiting care. With the passage of the Fostering Connections to Success Act (AB12), youth are choosing to stay in care and therefore are not represented in this data.

- 8A: Competed High School
- 8A: Obtained
- 8A: Received ILP Services
- 8A: Permanency Connection with an Adult

Strategies to consider for possible inclusion in SIP – CWS

Information gathered during the 2015 Self-Assessment suggests that there are improvement strategies to consider for possible inclusion in the 2016 SIP. These include, but are not limited to the following:

1. Continue to work to ensure adequate mental health needs of children are addressed
2. Continue to deepen Safety Organized Practice
3. Efforts to enrich foster parents depth of understanding of foster youth through continued training
4. Continue to work on strategies to provide/ensure aftercare/safety plans are followed.
5. Develop best practice to ensure placement stability
6. Continue to develop strategies to recruit and train foster parents in local area.
7. Continue to develop relationships between foster and biological parents through Icebreaker meetings and continued participation in family reunification efforts.
8. Further Family Finding efforts along with assessing relatives or other non-related extended family members more quickly for placement purposes

JUVENILE PROBATION

For the comparison period, Sutter Probation Juvenile Division, met or exceeded seven (7) national standards applicable to youth in placement through Probation:

- S2.1 – No Maltreatment in Foster Care

- C1.2 – Median Time of Reunification (Exit Cohort)
- C1.4 – Reentry Following Reunification
- C4.1 – Placement Stability (8 Days to 12 Months in Care)
- C4.2 – Placement Stability (12 Months to 24 Months in Care)
- C4.3 – Placement Stability (At Least 24 Months in Care)
- 2F – Timely Caseworker Visits (In Residence)

For the same comparison period, Sutter Probation Juvenile Division was below the national standards for youth in juvenile probation placement on the following measures:

- C1.1 – Reunification within 12 Months (Exit Cohort)
- C1.3 – Reunification within 12 Months (Entry Cohort)
- C2.1 – C2.5 – Adoptions/Legally Free - Due to no youth that met criteria
- C3.1 – C3.3 – Exit to Permanency (24 Mos./36 Mos./Longer) – Due to no youth that met criteria

It is important to note that the majority of the youth in these cohorts were high risk youth with numerous criminogenic risk factors as well as low protective factors which in and of itself presents a challenge to meet the re-entry measures. In addition, these youth are returning to the same high risk environments which include but are not limited to minimal parental supervision, long term mental health issues, and safety issues in their communities. There were many attempts to address responsivity issues as they arose and probation continued to work with the ever-changing needs of the youth in treatment to ensure their needs were being addressed so placement stability remained constant. Encompassed in this were efforts to address non-compliant behaviors, community safety, accountability, group home protocols and functions, and family and community engagement.

As with every complex system, there are areas to improve which will be further explored and addressed in the SIP. In terms of timely reunification for CWS families, Sutter Probation’s longer time to reunification may not be a bad thing, in spite of the national standard. The longer period of reunification services may be an appropriate level of intervention, given the severity of many families’ issues, juvenile sex offender treatment, significant mental health issues, community safety assessments, and appropriate transition services being in place. While this makes sense to us, at the same time the County is committed to continuing efforts to facilitate timely reunifications that will become stable and

permanent. We believe that it may take longer to reach this goal than the national standard of 5.4 months. Our experience at Sutter Probation certainly suggests that this is so.

In many of the National Standards, Sutter Juvenile Probation did not meet the criteria due to first having low placement numbers. Further, Sutter Juvenile Probation has not had youth eligible for adoption due to reunification with their family and/or reaching the age of majority while in placement because of intense mental health treatment needed for youth stability.

Strategies to Consider for Possible Inclusion in the SIP - PROBATION

1. Improve transition of the youth from placement to home by developing a process where services are streamlined at a set time frame prior to their transition. This would involve engagement of the providers (placement and community), youth and family.
2. Improve supportive services for parents to prepare them for reunification with the youth.
3. Continue to work with community partners to develop services needed in the community to address the availability of independent living skills, transitional support services, and programs to fit the specific needs of families and youth, while maintaining programs currently in use, to include Cognitive Behavioral Therapy for Substance Abusing Adolescents, Functional Family Therapy, Change Companies journaling, Parent Project, Seeking Safety, Moral Recognition Therapy, and various community programs.
4. Network with other Probation Agencies to educate and become educated about local and/or successful probation placements within Northern California; particularly in light of California's Child Welfare Continuum of Care Reform.

Conclusion

Over the next several months, CWS, Juvenile Probation and the SIP Steering Committee will review and consider the results of this Self-Assessment, and develop a five-year System Improvement Plan that is due to the State February 4, 2016. We look forward to doing this important collaborative work, and we especially look forward to continuing to improve safety, permanency, and well-being outcomes for children and families in Sutter County.

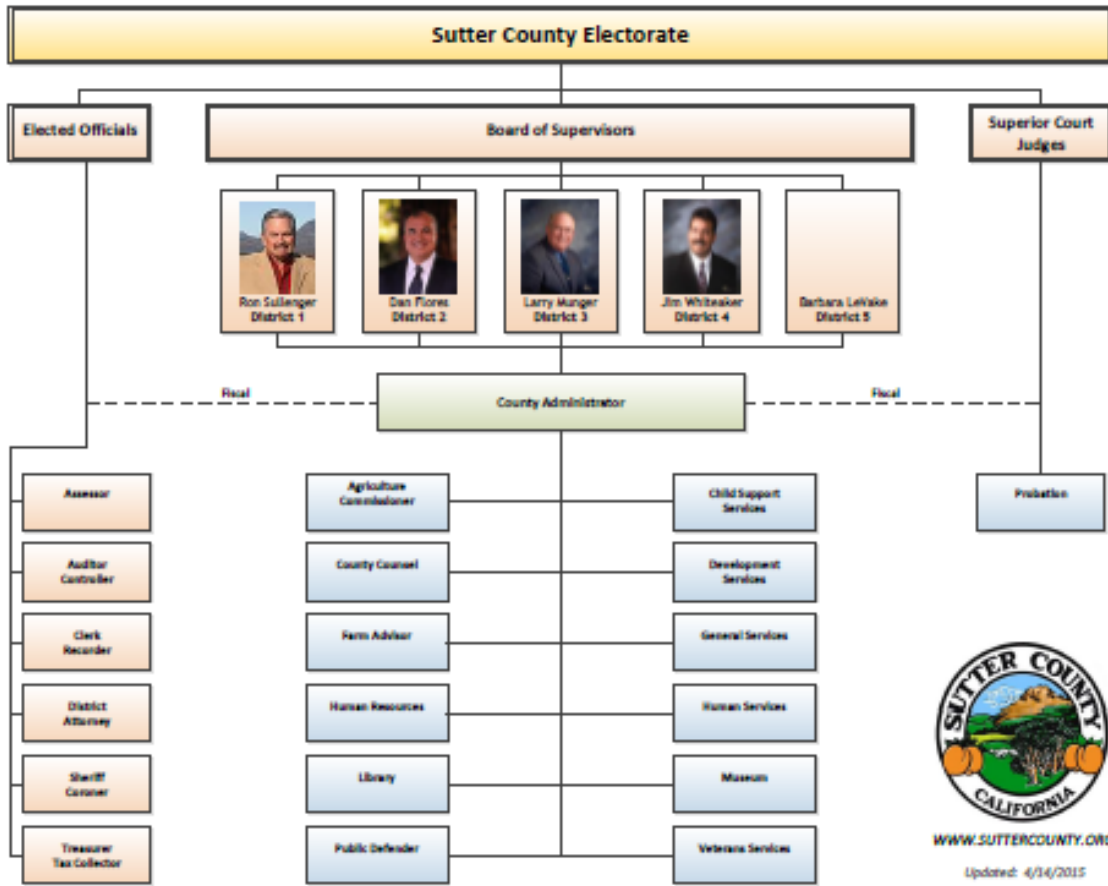
Appendices

Appendix A: CSA Stakeholder Meeting Attendance

First	Last Name	Representing
Erica	Melcher	Alta Regional Center
Mike	Tablit	Camp Singer, Supervisor
Lori	Harrah	CAPC(acting as the Children’s Trust Fund Commission
Lisa	Soto	CAPIT/CBCAP/PSSF administrative agency (Welfare & Social Services)
Irma	Munoz	CDSS - Off. Child Abuse Prevention
Robert	Bradshaw	CDSS – Off. Child Abuse Prevention
Lauri	Lawson	CDSS – Outcomes & Accountability
Katie	Sommerdorf	CDSS – Outcomes & Accountability
Stephanie	Cooper	Child Abuse Prevention Council
Hillary	Mason	Children’s Hope FFA
Tom	Sherry	CWS Administration
Marsha	Krouse-Taylor	DV Prevention Provider
Bruce	Morton	Education
Cindy	Cox	First Steps
Heidi	Hysmith	Foster Family Agency (Children’s Hope FFA)
Benjamin	Payne	Foster Family Agency (Children’s Hope FFA)
Rich	Sebo	Foster Family Agency (Children’s Hope FFA)
Steve	Thompson	Foster Family Agency (Environmental Alternatives FFA)
Leah	Eneix	Foster Parent Association
Diana	Adams	Foster Parent Association and Yuba College Foster Kinship Care Education
Theresa	Dove-Weber	Juvenile Hall Superintendent
Pam	Fisher	Mental Health/Substance Abuse
John	Floe	Parenting Educator & PEI Coordinator
Paula	Bataz	Parents/Consumer
Donna	Garcia	Probation Administration
Donya	Thompson	Probation Administration
Michele	Balter	Public Health Nursing
Cori	Dennhardt	State Adoptions
Hilary	Locke	State Adoptions
Navneet	Singh	Sutter County Counsel
Amerjit	Bhattal	Sutter County Health Department
Sarah	Ludwick, RN, PHN	Sutter County Health Department

Lisa	Suarez	Sutter County Health Department
Diane	Berry	Sutter Yuba Mental Health Department
Sandra	Turnbull	Sutter Yuba Mental Health Department
Chaya	Galicia	The Salvation Army
Thomas	Stambaugh	The Salvation Army
Ray	James	THP-Plus
Tonya	Rocker	Victor Community Support Services
Brian	Baker	Yuba City Police Department
Jeremy	Garcia	Yuba City Police Department
Karen	Stanis	Yuba College
Brent	Hungrige	Yuba County Probation
Susan	Blackburn	Sutter County CPS
Peggy	Breaux	Sutter County CPS
Lindsay	Dunks	Sutter County CPS
Traci	Dunlap	Sutter County CPS
Nicole	Guerra	Sutter County CPS
Kathleen	Hernandez	Sutter County CPS
Jacqueline	Howard	Sutter County CPS
Amber	Johnson	Sutter County CPS
Paula	Kearns	Sutter County CPS
Kristina	Lewis	Sutter County CPS
Carmen	Lopez	Sutter County CPS
Kimberly	Martin	Sutter County CPS
Morgan	Maxwell	Sutter County CPS
Nicole	Pannell	Sutter County CPS
David	Patrick	Sutter County CPS
Paul	Reiner	Sutter County CPS
Erica	Ruiz	Sutter County CPS
Nicole	Walters	Sutter County CPS
Ellen	Williams	Sutter County CPS
David	Clemens	Sutter County Probation
Sarah	Heine	Sutter County Probation
Lisa	Hunerlach	Sutter County Probation
Marisa	Lara	Sutter County Probation
Sandip	Rai	Sutter County Probation
Nicole	Ritner	Sutter County Probation
Kristin	Snelling	Sutter County Probation

Appendix B: Sutter County Organizational Chart

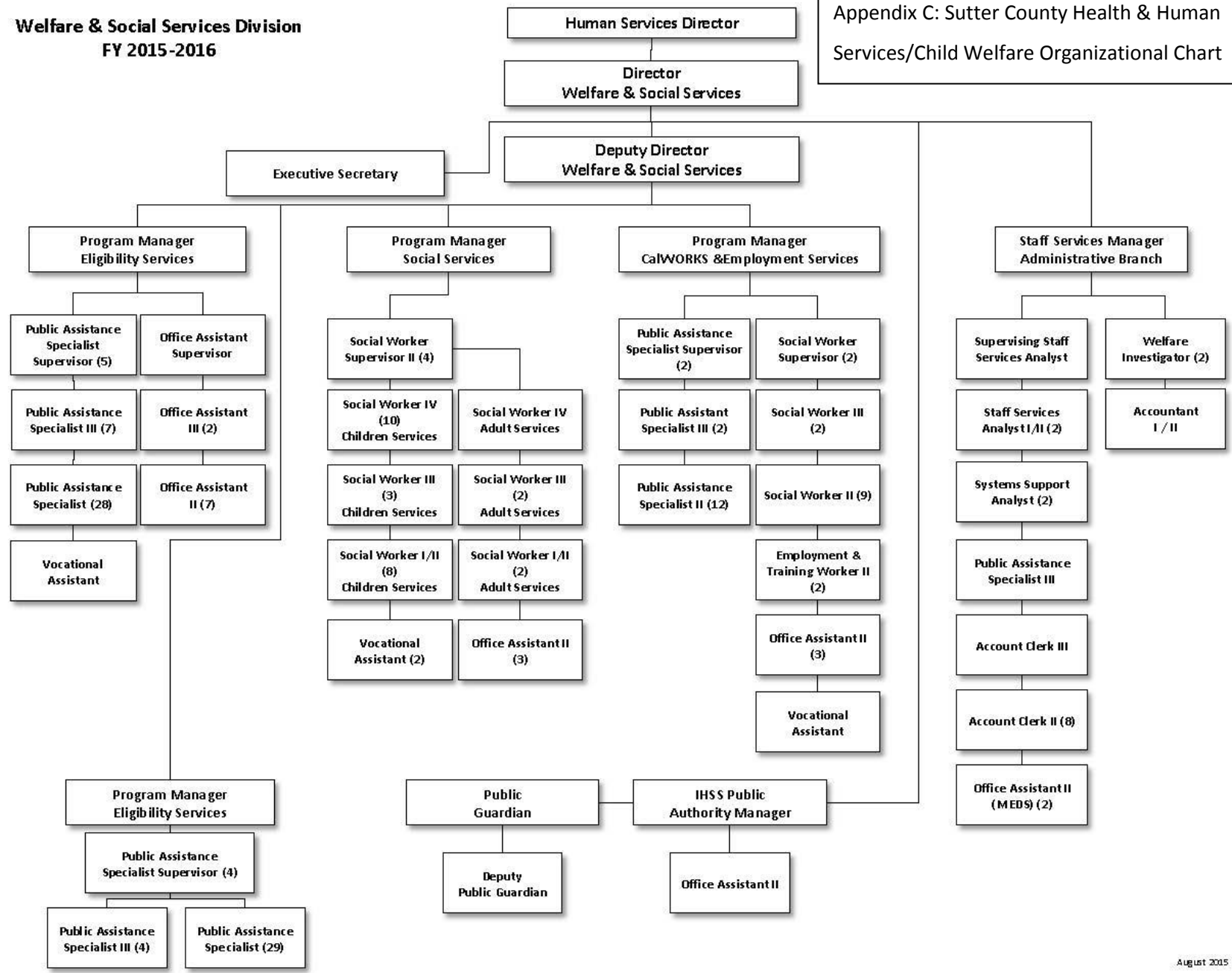


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Updated: 4/14/2015

**Welfare & Social Services Division
FY 2015-2016**

Appendix C: Sutter County Health & Human Services/Child Welfare Organizational Chart



Appendix D: Sutter County Probation Organizational Chart

