

Lassen County

Family and Child Protective Services System Improvement Plan (SIP)



Lassen County Health and Social Services
Family and Child Protective Services
October 2008

BOARD OF SUPERVISORS
COUNTY OF LASSEN, STATE OF CALIFORNIA

Date: December 23, 2008

Meeting: Regular (X)
Special ()

Present:

Supervisor, District 1 – Robert Pyle

Supervisor, District 2 – Jim Chapman

Supervisor, District 3 - Lloyd Keefer

Supervisor, District 4 - Brian Dahle

Supervisor, District 5 - Jack Hanson, Chairman

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County Counsel Craig Settlemire

Deputy Clerk of the Board Susan Osgood

Acting County Administrative Officer Ron Vossler

PROCEEDINGS:

HEALTH & SOCIAL SERVICES - FAMILY AND CHILDREN PROTECTIVE SERVICES

Director of Family and Children Protective Services Terri O'Bryan presents information on the Lassen County Family and Children Protective Services System Improvement Plan which is part of a three year process. The process involves three primary steps including: Peer Review; Self Assessment and System Improvement Plan. The Board of Supervisors previously approved program improvement plans for Family and Children Protective Services in 2004 and 2006 and the County Self Assessment in August of 2008. Requests the Board approve the System Improvement Plan submitted. Chief Probation Officer Letha Martin is also in attendance to report on the education aspect. States probation is a mandated partner through case plans. Discussion is held.

Supervisor Chapman states the work being done is very important and he would like to have some communication models developed within the evaluation process so the positive information reaches broader segments of the community. States it is good to get successful information out to the community, not the occasional failure. States Melody Brawley's report earlier is a good example. Deputy CAO for Health and Social Services Kevin Mannel feels there is a delicate balancing act presenting information to the public. Notes that the Veterans Services Officer routinely has articles in the local paper and Friday Night Live recently had information in there. He has been cautious putting out some information but feels these are excellent suggestions. Supervisor Keefer agrees the department could be a little more proactive with public relations.

Discussion is held on funding issue. Supervisor Chapman requests staff to come back in the near future for a public education or awareness campaign. Chairman Hanson compliments Health and Social Services staff and Probation staff.

ACTION: Approve the Three Year Child Welfare Self Improvement Plan.

MOVED BY: Dahle

SECONDED BY: Pyle

UNANIMOUS: Yes

County of Lassen County)
State of California) ss.

I, SUSAN OSGOOD, Deputy Clerk of the Board of Supervisors, County of Lassen, State of California, do hereby certify the foregoing to be a full, true and correct copy of the minute order of said Board of Supervisors on above date.

IN TESTIMONY WHEREOF, I have hereunto set my hand, and affixed the Official Seal of the said Board of Supervisors this 20th of February, 2009.

By Susan Osgood
Deputy Clerk of the Board, County of Lassen,
Board of Supervisors.

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System Improvement Plan (SIP)

I. SIP Introduction:

Lassen County has worked diligently in the last three years to continue to foster relationships with various community partners within the community. However, there is still more to do to improve the system. As a result, Lassen County System Improvement Plan details some of those efforts that Lassen County hopes to employ with the next year.

II. Local Planning Bodies:

Lassen County has several local planning bodies that provided input into Lassen County Self Assessment and System Improvement Plan. The group was carefully selected to include representation from a variety of Public and Private Providers, foster parents, community representatives, children's' advocates, health providers, and youth.

Stakeholders who worked on the System Improvement Plan with Lassen County Family and Child Protective Services and Lassen County Probation include the following individuals:

Name	Agency
Kevin Mannel , Deputy CAO	Lassen County Health and Social Services
Terri O'Bryan , Director	Family and Child Protective Services
Tiffany Armstrong , QA/QI Program Manager	Lassen County Health and Social Services
Lyle Dornon , Director	Lassen County Alcohol and Drug
Julia Kranz , Director	Lassen County Public Health
Ken Crandall , Director	Lassen County Mental Health
Letha Martin , Chief of Probation	Lassen County Probation
Lester Ruda , Probation Officer	Lassen County Probation
Heather Parker , Supervisor	Family and Child Protective Services
Camille Young , Supervisor	Family and Child Protective Services
Debra Sokol , Nurse	Lassen Indian Health Clinic
Mark Naseath , Social Worker	Pathways
Denise Stevenson , ILP Coordinator	Lassen College
Sandy Harkness , Foster Parent	Environmental Alternatives Group Home
Scott Nordstrom , LCSW	Lassen County Mental Health
Mary Jo Hirlbach , Social Worker	Lassen Works
Darla Freeman , Director	Lassen Family Services
Jackie Musick , Patient Rights Advocate	Lassen County Health and Social Services
Eugene Pasqua , ICWA Coordinator	Susanville Rancheria
Rebecca Roberts , Director	Pathways
Shawna Rossington , Executive	Mountain Circle Family Services Director
Bill Jost , Program Manager	Lassen Works
Eric Nielson , IT	Lassen County Health and Social Services

III. Findings that Support Qualitative Change:

The self-assessment process allowed Lassen County to review all aspects of program operations and identified many areas of strength, along with areas requiring improvement.

Methodology:

Lassen County primarily used four methods to collect data for the Self-assessment: (1) County-specific data on outcome measures related to safety, permanency and well-being derived from the Child Welfare System/Case Management System (CWS/CMS); (2) Customer satisfaction phone surveys; (3) Community partner questionnaire and (4) Community partner follow up letter from the Stakeholder meeting. The letter was mailed to community members who attended and did not attend the meeting.

A. CWS/CMS Based Data Collection

A variety of resources based on the data input into the CWS/CMS information management system were used to analyze the safety outcome indicators and the systemic factors for the SIP. These include:

- ↓ CWS/CMS computer system – Information was used from the program management reports provided on this system and from research into individual cases.

- ↓ Business Objects –This system was used to generate reports on specific fields in the CWS/CMS system.

- ↓ Safe Measures –Lassen County subscribes to this web based reporting program that provides a wealth of information for analysis of department, unit or individual trends and performance. This tool is an integral part of the SIP designed to review and monitor compliance, improvement and trends.

B. Phone Survey:

The “Customer Satisfaction Phone Survey” was documented by Cheryl Floyd of the Quality Improvement & Quality Assurance Department. The same questions were given to each respondent on the phone along with a brief introduction of the purpose of why the phone surveys were being conducted.

Respondents

A random sampling of 15 respondents participated in the “Customer Satisfaction Phone Surveys.” The sampling included 3 grandparents, 1 aunt, 6 foster parents, and 5 birth parents. Multiple attempts were made by telephone to contact all of the people chosen for the survey. After ten days, only 8 of the 15 people selected to participate in the survey had completed the survey. Of the 8 respondents, 6 were foster parents, 1 was an aunt, and 1 was a grandparent.

Of the original 15 randomly selected respondents to be surveyed, four respondents no longer had the case child in their care. Only one respondent of the four no longer had children in their care, participated in the survey. The one

respondent that did participate was a former foster parent. The remaining three respondents were biological parents.

Listed below are the questions asked to the respondent. The data obtained from the survey was used towards the System Improvement Plan.

- Respondents were asked how many times they were visited by their Lassen County Family and Children Protective Service Social Worker in the past three months.
- Respondents were asked how recently a Social Worker has talked with you about what you might need so that you can take better care of the case child.
- Respondents were asked how helpful they would say their Social Worker is in helping them with plans or arrangements to take care of their needs.
- Respondents were asked how recently their Social Worker talked to them, during a visit, about their progress on the case plan.
- Respondents were asked about the current needs of the case child that the Social Worker had been made aware of.
- Respondents were asked how their Social Worker has assisted them with meeting the case child's needs.
- Respondents were asked if the case child attended school, prior to residing in their home.
- Respondents were asked if the case child had any related brothers or sisters.
- Respondents were asked about the type of contact the case child has with extended family members.
- Respondents were asked about the type of contact the case child has with friends they had prior to residing in the caregiver's home.
- Respondents were asked if the case child attended religious services prior to residing in their home.
- Respondents were asked if the case child participates in sports or after school activities.
- Respondents were asked at the time the case child entered foster care, were they aware if the case child received a mental health screening to assess their mental health needs.
- Respondents were asked in the past six months, has the case child had mood swings or out of control behavior.
- Respondents were asked if their Social Worker listens to their suggestions about the services the case child needs.
- Respondents were asked how well they would say the child welfare system is recognizing and meeting the needs of the case child.
- Respondents were asked to rate their overall satisfaction with the services provided by Lassen County Family and Children Protective Services.

The information obtained from the phone survey will be addressed as possible improvement goals for the System Improvement Plan.

C. Community Partner Questionnaire:

Lassen County's second method for collecting and analyzing data was to create a questionnaire for community partners. Overall, the questionnaires reported positive responses from many of the community partners.

Quality Assurance/Quality Improvement (QA/QI) sent out "Child Welfare System" surveys to numerous community partners:

- ✚ 6 are from a public agency administration,
- ✚ 3 are a public agency caseworker/supervisor,
- ✚ 4 are community based agency administrators,
- ✚ 2 are community based agency Worker/Supervisor,
- ✚ 1 is a Caregiver: foster/adoptive/relative,
- ✚ 1 is ILP Coordinator,
- ✚ 1 is Integrative Child Protective Service social worker,
- ✚ 1 is a School Superintendent,
- ✚ 1 is a Childcare specialist for Promises program,
- ✚ 1 is a Lassen Indian Health Case Manager,
- ✚ 1 is a HSS Director, and
- ✚ 1 is a Public Health Director.

QA/QI also sent out a questionnaire at the CPS Stakeholder meeting on May 1, 2008. Out of the 22 who attend the meeting only 14 surveys came back. Again, the majority of the surveys came back positive. Even with the favorable responses, some community members did have some concerns. These concerns were incorporated into the County SIP.

- More training for social workers so the level of expertise is matched with the situation they are involved with.
- Social workers were sometimes respectful to the families they were working with.
- Community members were only somewhat confident that social workers are reporting to child abuse reports adequately.

D. Stakeholder Letter

QA/QI sent out a letter to both community members who participated or did not participate in the stakeholder process. The letter asked for community members to write any comments or suggestions they have about Child Protective Services. The information from the letters was incorporated into the System Improvement Plan. Listed below are two responses from community members also in the Appendix Section Attachment A has a letter from the Director of Social Services.

From: Lyle Dornon, Lassen County Alcohol and Drug Director

The improvements that have been made in the F&CPS department over the last 4.5 years are phenomenal. Keep up the good work.

From: Anonymous

Last year the communication and assistance with the High School was much better.

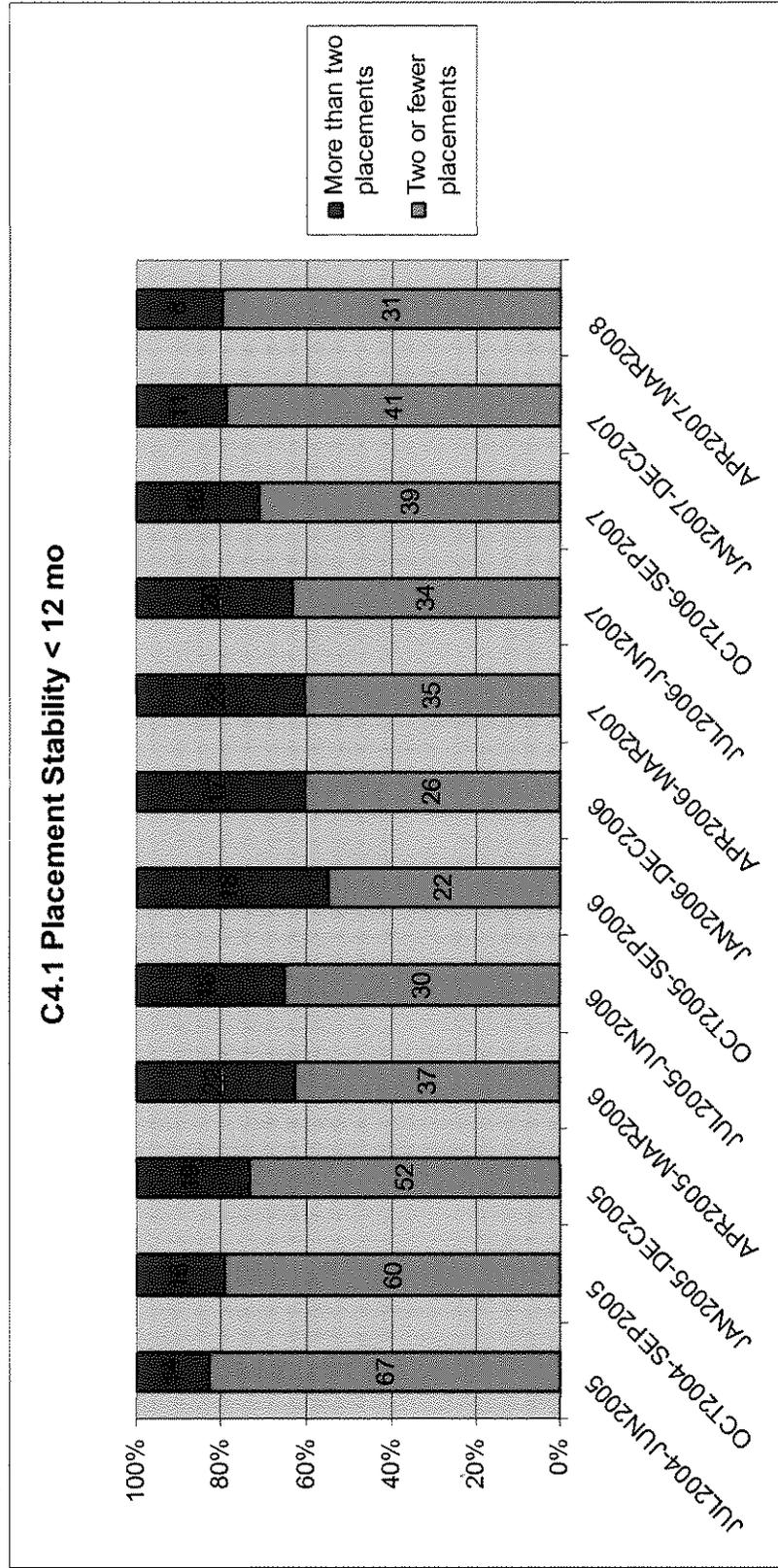
IV. System Improvement Plan (SIP) Plan Components

LASSEN COUNTY FAMILY AND CHILDREN PROTECTIVE SERVICES PLAN COMPONENTS

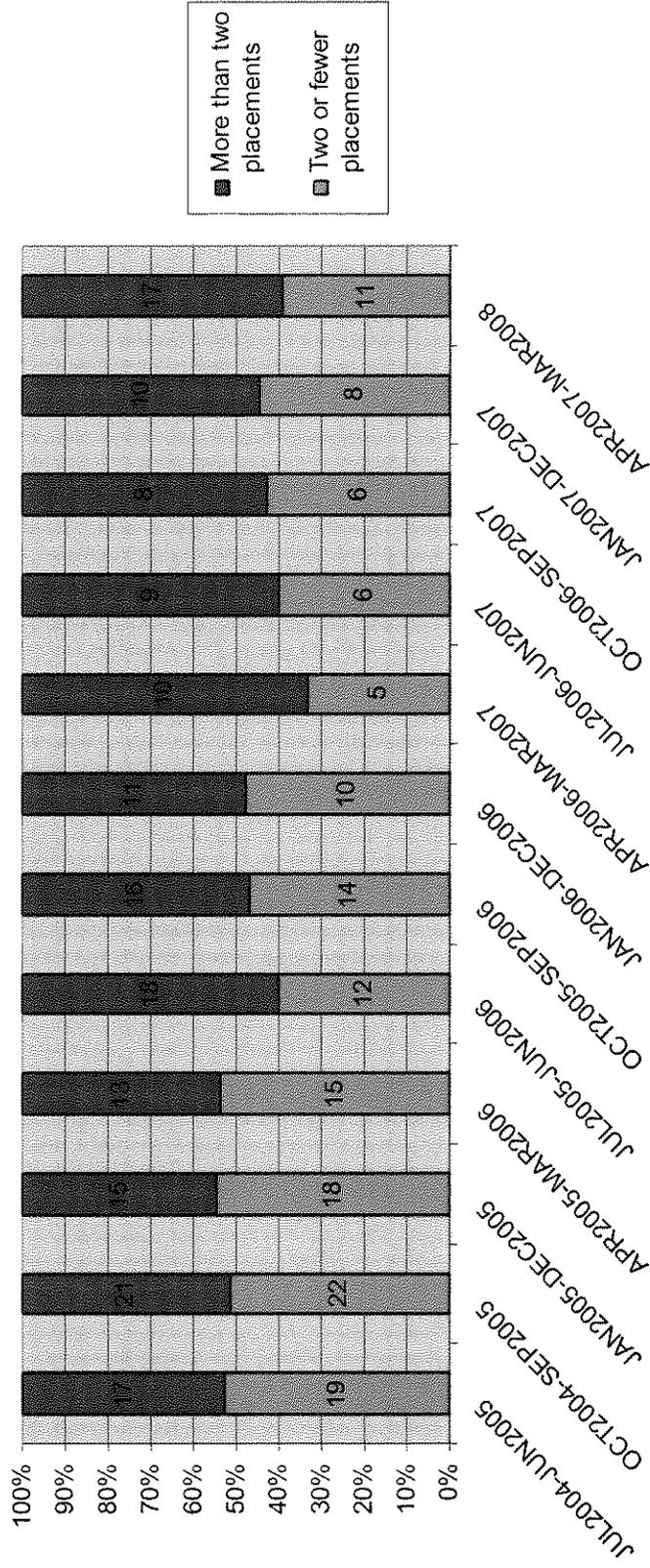
Outcome/Systemic Factor:

Placement Stability

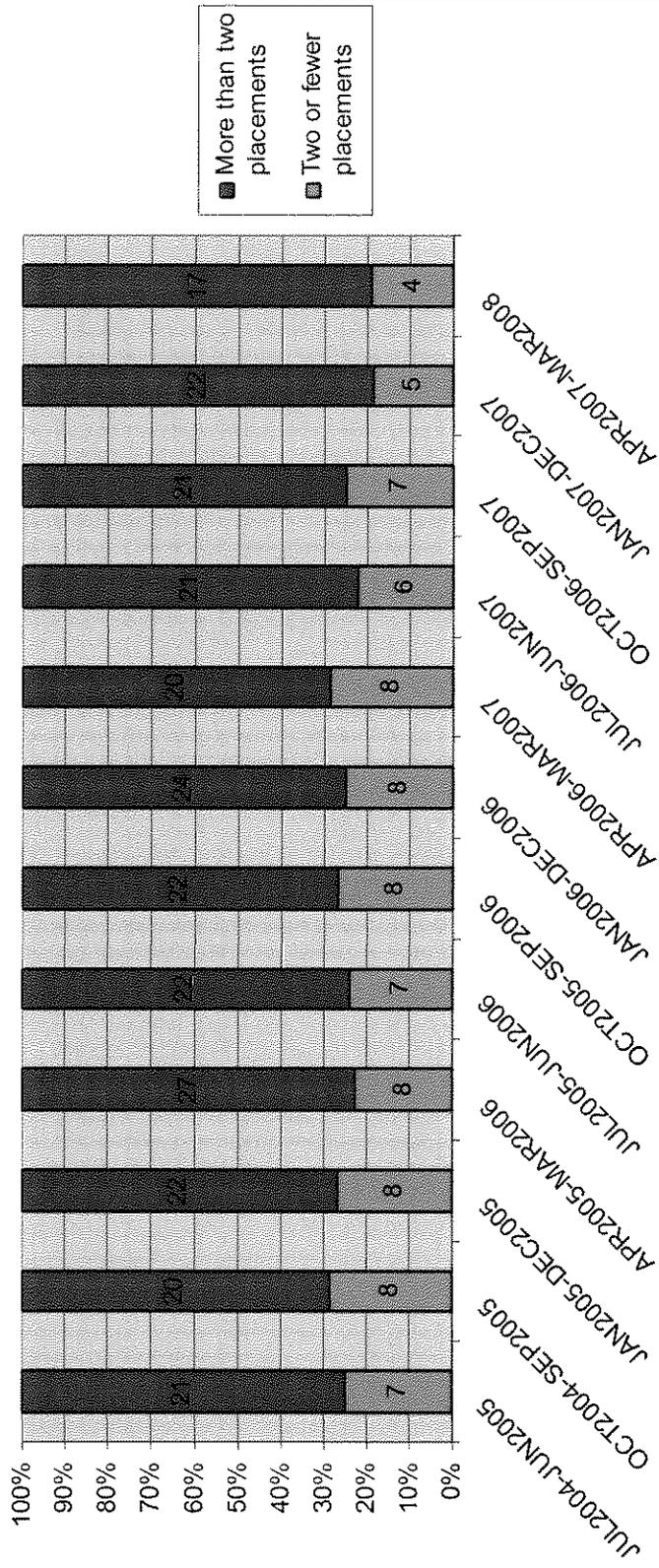
County's Current Performance:



C4.2 Placement Stability 12-24 mo



C4.3 Placement Stability >24 mo

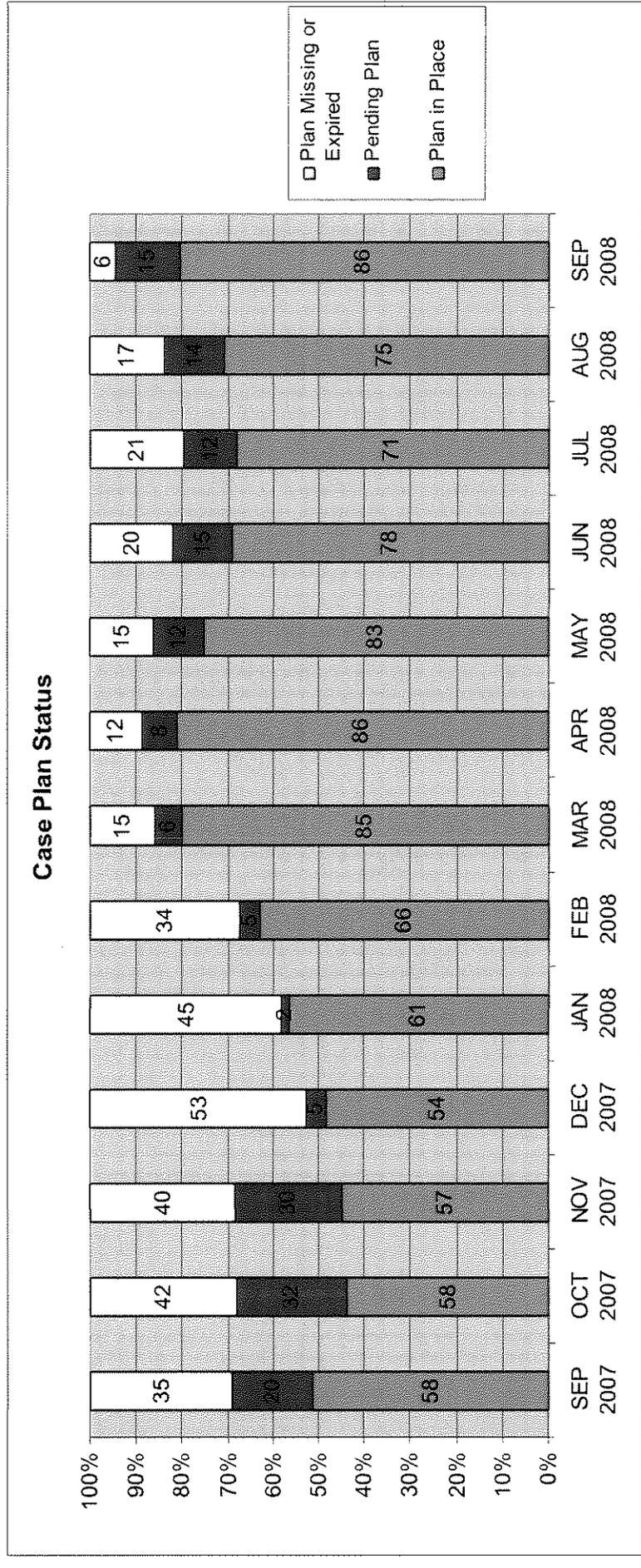


Improvement Goal 1.0 Increase percent of children having two or fewer placements by 3% for children in care 8 days to 12 months, by 2% for children in care for 12 to 24 months, and 1% for children in care more than 24 months.			
Strategy 1.1 Investigate ways to shorten shelter care stays (current maximum is 14 days)		Strategy Rationale Shelter care allows social workers to find appropriate kin or NREFM care providers. More consistent staffings of emergency shelter placements may shorten the process. A quality improvement review may identify areas of concern and quantify any progress.	
Milestone	1.1.1 Placement staffings on fifth day of shelter care for every child	January 2009	FCPS supervisors and assigned social workers
	1.1.2 Evaluate trends in cases of children staying the maximum and establish baseline	March 2009	HSS QA/QI and IT
	1.1.3 Evaluate data and compare to baseline	September 2009	HSS QA/QI and IT
Strategy 1.2 Improve communication between FCPS social workers and foster family agencies (FFAs)		Strategy Rationale PQCR focus groups with FFAs indicated some placement changes could be avoided if their agencies were given more information. Monthly placement meetings allow for specific discussions of each placement. Team building with the foster family agency staff should improve professional relationships. The foster family agencies want copies of Court reports to have information required by Community Care Licensing, but county counsel advises against providing Court reports. Negotiating a compromise document could meet the needs of the FFAs.	

Milestone	1.2.1. Conduct monthly placement meetings with FFAs	Timeframe	In progress since PQCR (10/07)	Assigned to	FCPS director and supervisors
	1.2.2 Team building training with FFA and FCPS staff				Northern California Training Academy
	1.2.3 Meet with Lassen County Counsel to discuss FFA needs				FCPS Director and supervisors
	1.2.4 Develop referral form tailored to care providers needs and meeting confidentiality standards				FCPS director, supervisors, and QA/QI
	Strategy 1.3 Increase the rate of kin and near-kin placement				Strategy Rationale Outcome measures indicate quality placements with kin and near-kin may reduce the risk of multiple placements. A clear local policy about emergency relative care and associated training could allow children to move to kinship care quicker. A quality improvement review may identify areas of concern and quantify any progress.
Milestone	1.3.1 Establish baseline of rate of relative placement	Timeframe	January 2009	Assigned to	QA/QI and IT
	1.3.2 Develop county policy for emergency relative placement				FCPS director, supervisors, and QA/QI
	1.3.3 Train line social workers to consistently implement emergency relative placement policy				FCPS supervisors
	1.3.4 Research current best practice models of family finding techniques				FCPS director, supervisors, and QA/QI
	1.3.5 Arrange for unit supervisors training in evidenced based family finding techniques				FCPS director and supervisors
	1.3.6 Compare rate of relative placement to baseline				QA/QI and IT

Improvement Goal 2.0

Case plan status and quality. Increase case plan status documentation and percent of participatory process of case planning by 5%.
County's Current Performance:



Strategy 2.1 Improve consistency of data entry		Strategy Rationale Some of the case plans listed in Safe Measures have been completed and signed.		
Milestone	2.1.1 Determine frequency of data entry errors	January 2009	QA/QI and IT	
	2.1.2 Refresher training for line staff based on errors	March 2009	FCPS supervisors	
	2.1.3 Compare case plan status data to baseline	June 2009	QA/QI	
	Strategy 2.2 Develop participatory case planning policy for Court cases		Strategy Rationale Involving the parents, youth, kin, and near-kin at the start of a case can enhance the development of more meaningful case plans.	
Milestone	Timeframe		Assigned to	
	2.2.1 Establish current rate of participatory case planning	January 2009		QA/QI
	2.2.2 Research current best practice for participatory case planning	April 2009		FCPS director, supervisors, and QA/QI
	2.2.3 Develop county policy for participatory case planning	July 2009		FCPS director, supervisors, and QA/QI
	2.2.4 Compare rate of participatory case planning to baseline	January 2010		QA/QI

Strategy 2.3 Develop and consistently implement more inclusive case planning process	Strategy Rationale Research indicates family team decision making improves case plans. A process involving consensus of FCPS staff, parents, youth, service providers, and caregivers can improve outcomes.
Milestone 2.3.1 Research current best practice models 2.3.2 Obtain feedback from line staff and community partners 2.3.3 On site training for supervisors and social workers in motivational engagement 2.3.4 Evaluate best method of obtaining facilitation for local needs 2.3.5 Develop policy for family team decision making 2.3.6 Link team decision making to outcomes 2.3.7 Arrange for training facilitator(s) 2.3.8 Train FCPS line staff on policy 2.3.9 Evaluate team decision making affect on outcomes	Timeframe April 2009 August 2009 July 2009 September 2009 February 2010 March 2010 July 2010 June 2010 February 2010
	Assigned to FCPS director, supervisors, and QA/QI FCPS director, supervisors, and QA/QI Northern California Training Academy FCPS director, supervisors, and QA/QI FCPS director, supervisors, and QA/QI QA/QI and IT FCPS director and supervisors FCPS supervisors FCPS director and supervisors, QA/QI, and IT
Describe systemic changes needed to further support the improvement goal. Improvement Goal 1 Additional funding for community partners to provide support to care providers would help stabilize placement for children. Family finding needs to become a more central part of the process, earlier in case planning. Improvement Goal 2 Caseloads consistent with SB2030 recommendations are critical to social workers' ability to effectively implement team decision making and Wraparound. If independent facilitation is used, additional funding these services would be most effective as current funding streams are already stretched.	

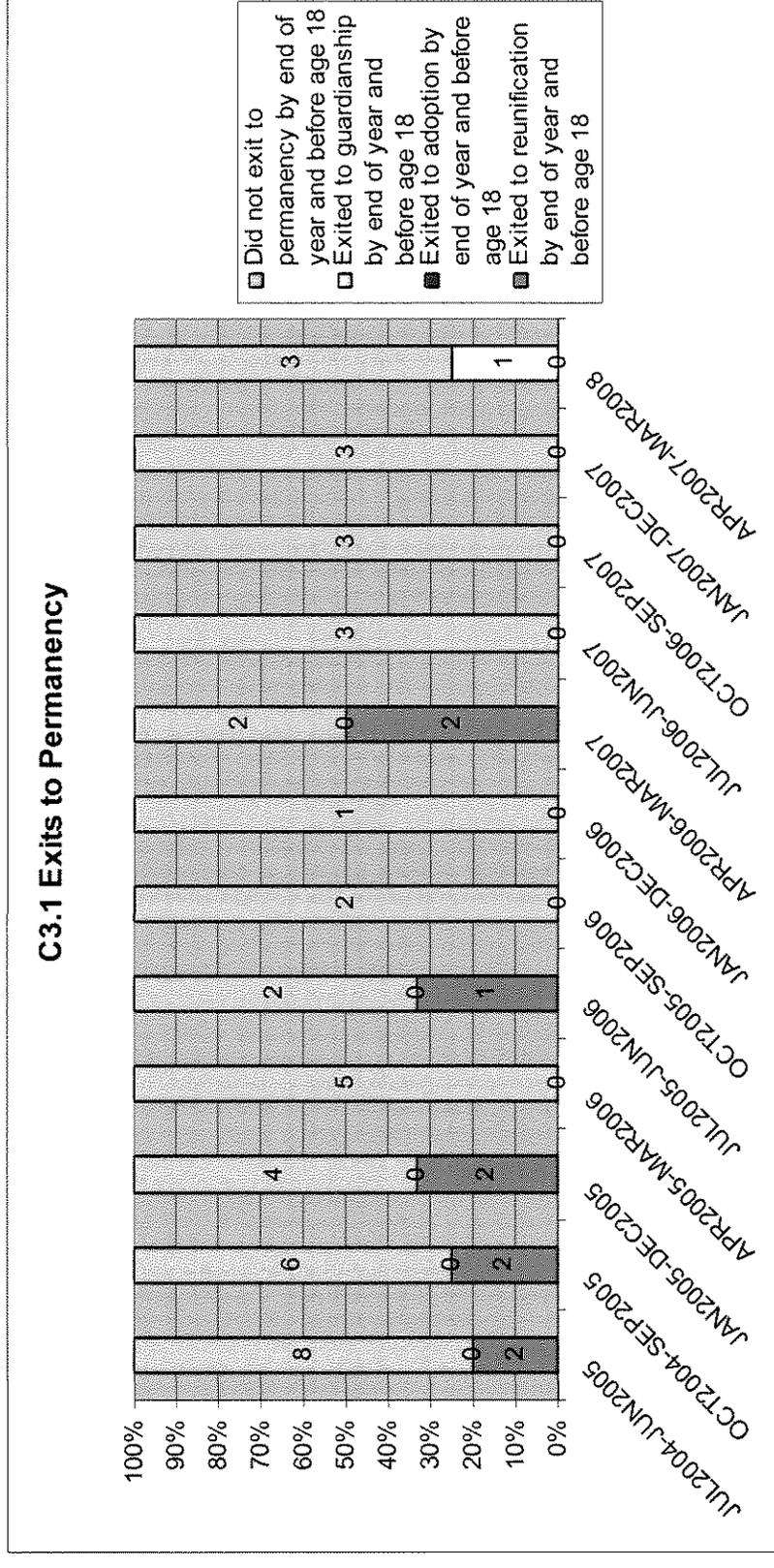
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</p> <p>Improvement Goal 1 Technical assistance in improving data entry will have to be ongoing. Training in family finding techniques will be critical.</p> <p>Improvement goal 2 Training and technical assistance in family finding techniques and motivational engagement will be needed to assure participatory case planning is consistently implemented.</p>
<p>Identify roles of the other partners in achieving the improvement goals.</p> <p>Improvement Goal 1 More effective partnerships with kinship care education and foster family agencies will be important to this goal. County Counsel consultation will be needed to develop information sharing with the foster family agencies. UC Davis is contracted to provide team building training.</p> <p>Improvement Goal 2 UC Davis is contracted to provide motivational engagement training. Refresher CWS/CMS data entry will be needed from the Northern California Training Academy.</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p> <p>Improvement Goal 1 A change supporting this goal would be excluding shelter care stays of under 14 days from being considered a placement. The extra time is sometimes needed to search for kin and near-kin and getting the necessary approval for placement. Current confidentiality restraints need to be revisited to improve partnership with foster family agencies.</p> <p>Improvement Goal 2 Funding for social work staff or contracted facilitation for family team decision making would support accomplishing this goal.</p>

LASSEN COUNTY PROBATION PLAN COMPONENTS

Outcome/Systemic Factor:

Exit to permanency within 24 months

County's Current Performance:



Improvement Goal 1.0 Increase the rate of exits to permanency by 4%		Strategy Rationale¹ When implemented in other jurisdictions, this tool has given probation departments a more accurate idea of the youth's mental status and risk of re-offending. This information improves decision making about removal from the home, detention in juvenile hall, type of placement, and length of time in placement.	
Strategy 1.1 Implement Risk and Needs Assessment Tool, PACT		In progress	Chief Probation Officer
Milestone	1.1.1 Train probation officers in use of tool and policy	January 2009	Probation officers
	1.1.2 Assess all new cases	March 2009	Probation officers
	1.1.3 Begin assessing youth in existing cases	June 2010	Probation officers and supervisors
	1.1.4 Evaluate affect of risk assessment on permanency outcome		
Strategy 1.2 Consistently consider potential guardianship placements		Strategy Rationale¹ Guardianship is a viable option for youth who are at high risk to reoffend if they return home	
Milestone	1.2.1. Research techniques for finding kin and near-kin	April 2009	Placement/Probation officers
	1.2.2 Develop procedure to begin concurrent planning for permanency earlier in case	August 2009	Placement/probation officers
	1.2.3 Evaluate affect on permanency outcome	August 2010	Placement/Probation officers

Strategy 1.3 Participate in Lassen County's newly developed Wraparound Program		Strategy Rationale ¹ Wraparound services should allow youth to move to a lower level on care or home with less risk	
Milestone	1.3.1 Continue participation in Wraparound planning and implementation through the county Administrative Review Team	Ongoing	Assigned to Chief Probation Officer
	1.3.2 Train staff in Wraparound values, principles, and techniques	August 2009	
Notes: The assessment procedure and implementing the Wraparound program is expected to decrease the rate of juvenile hall detentions, shorten stays in juvenile hall and give probation officers better information for selecting appropriate level of care for wards. Both will increase Probation officers workload at the front end of services.			

V. Appendix

Attachment A: Summary Assessment

Current Strengths

Becoming reengaged with the community was a primary goal of the 2004 System Improvement Plan. Stakeholder meetings in 2006 and 2008 confirm that FCPS is reintegrated into the community. In reaching for this goal, Lassen County FCPS continues to improve with the support of the community. Rural areas like Lassen County are forced to find creative ways to provide services without some of the resources available in urban areas. The strengths of a small community, however, are the willingness of the community to be involved in improvement and the ability of the relatively small public agencies to change quickly.

Pivotal changes in 2004 included splitting FCPS into an ER and an Ongoing unit and contracting with the Northern California Training Academy for CWS/CMS training and technical assistance. In 2005, more social work positions were added and the ER and Ongoing were each given their own supervisor. Core training with the UC Davis Training Academy was consistently required of all new social workers. Lassen Community College contracted to provide ILP skills training for transitioning and emancipated foster youth. The ability of FCPS to place children with relatives or NREFMs was enhanced by a contract with a local foster family agency for emergency shelter beds. This gave social workers up to fourteen days to approve child-specific placements. This was also the year that Structured Decision Making (SDM) and Differential Response begun to be implemented.

In 2006, there were other key changes. The FCPS Policy and Procedure Manual was completed and social workers were trained on its contents. SDM and Differential Response were fully utilized in ER. A procedure for orienting new social workers was instituted, separate from the HSS orientation. This allowed new social workers to review the Policy and Procedure Manual and shadow social workers in both units, prior to being assigned a full caseload.

Changes in 2007 included expanding the ILP contract with Lassen Community College to include case management, contracting with two local psychologists for evaluations, and giving individual social workers access to Safe Measures to track their caseloads. Perhaps the biggest change in 2007 was the development of ICPS. This required an agreement among Mental Health, Alcohol and Drug Services, and FCPS to embed a therapist and case manager at FCPS to provide assessments for alcohol and drug and mental health needs for front end families.

In 2008, changes include contracts for transitioning and emancipated foster youth for Transitional Housing Placement Program and Transitional Housing Program-Plus, a contract for home based parenting education for children six to

seventeen years old, and a contract for assistance in providing supervised visitation.

These changes have yielded tangible results in many outcome measures. The rate of entry into foster care is down significantly. Compliance to required response times to allegations of child abuse has increased to a level consistently above 90%. Compliance to the required minimum of social worker visits with children is also consistently above 90%. The median time to reunification has dropped dramatically, while the recurrence of maltreatment within six months has also dropped substantially. In the quest to provide excellent services to the families and children of Lassen County FCPS is dedicated to continuing these improvements.

Several outcome measures require more attention. FCPS needs to find ways to shorten the time it takes a child whose parents are not successful in reunification, to reach a permanent placement. Finding adoptive homes for teens, large sibling groups, and children with significant mental health issues is the challenge. It is important to find new ways to recruit substitute care providers, especially ones who are willing to take sibling groups. There is also a need for more Native American homes and a way to find extended family members willing to provide foster care. All substitute care providers need more extensive training to be equipped to meet the needs of children placed in their care. The recent enhancement of services to youth who are leaving care, or have emancipated, needs to be refined and continued.

FCPS has already implemented some of the recommendations from the PQCR. One recommendation was to co-locate a therapist at ICPS to help social workers plan for children with mental health needs and this is being done by the ICPS therapist. There are plans to train this therapist and Mental Health therapists in the evidence based Parent Child Interaction Therapy. Another suggestion was for FCPS to contract with another agency for some of the supervised visits and a contract with Pathways is in next year's budget. Another suggestion was to implement Wraparound services and the plan has been completed. Since stability of placement was one of the focuses of this review, there were recommendations regarding placements. The review found communications with the two foster family agencies (FFAs) to be troubled and recommended a minimum of quarterly meetings with these agencies. Monthly meetings were instituted within one month. These meetings provide a forum for county social workers and foster family agency social workers to discuss cases and troubleshoot problems. A facilitated training with the foster family agencies is planned for the coming fiscal year.

Services to ILP youth were the second focus of the PQCR. The changes in ILP case management had just begun and recommendations were made to streamline the referral process and train the new ILP coordinator, social workers, and probation officers as to what services were available. The ILP coordinator has attended trainings and continues to expand outreach efforts. FCPS and Probation meet with the coordinator weekly and have developed a referral

system. ILP youth have been consulted to decide what stipends are awarded at the completion of each ILP training module and to find what items would be the most useful in the "starter kits" they receive upon graduation.

The PQCR team noted the dedication of social workers and the creativity of juvenile probation officers as system strengths. The team also noted the much interagency collaboration. These strengths will be the springboard for continuing to reach for excellence in serving the children and families of Lassen County.

Attachment B: Community Letter



LASSEN COUNTY
Health & Social Services Department
 ADMINISTRATION 1445 PAUL BUNYAN ROAD SUSANVILLE, CA
 96130-4302

ALCOHOL & DRUG 1410 CHESTNUT ST Susanville, Ca 96130 (530) 251-8112 PROMISES 1400B Chestnut St (530) 251-2687 PROP 36 1400B Chestnut St (530) 251-8473	MENTAL HEALTH 555 Hospital Lane Susanville, Ca 96130 (530) 251-8108 B.R.I.D.G.E.S. 1445 Paul Bunyan Rd (530) 251-8400 PACE 1600 Chestnut St (530) 251-2610	PUBLIC GUARDIAN 720 Richmond Rd Susanville, Ca 96130 (530) 251-8337 PATIENTS RIGHTS 720 Richmond Rd Susanville, Ca 96130 (530) 251-8322	PUBLIC- ENVIRONMENTAL HEALTH 1445 Paul Bunyan Rd Susanville, Ca 96130 (530) 251-8183	VETERAN'S SERVICES Memorial Building 1205 Main Street Susanville, Ca 96130 (530) 251-8192	COMMUNITY SOCIAL SERVICES & LASSEN W.O.R.K.S. P.O. Box 1359 Susanville, Ca 96130 (530) 251-8152 LASSEN CAREER NETWORK 2545 Main Street Susanville, Ca 96130 (530) 251-8200	FAMILY & CHILDREN PROTECTIVE SERVICES 1445 Paul Bunyan Rd Susanville, Ca 96130 (530) 251-8277
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August 16, 2008

RE: County Self-Improvement Plan

Dear Terri:

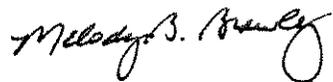
I received your letter soliciting comments on FCPS. Though I haven't been able to actively participate in the self-assessment process, I just want to reiterate how pleased I am with the changes in FCPS under your direction, not only in child welfare services, but in adult services as well. The relationships between your staff and mine have improved significantly in spite of the ongoing turnover we've been experiencing. My confidence in your department is now rock solid; I know that if I refer someone to FCPS they will get the help they are looking for. Your staff seem to be fairly happy with their jobs—a sure sign that they are proud of the organization and the work they're doing. The implementation of differential response and ICPS and your partnerships with Promises and Pathways have made a difference in the lives of many of our mutual clients and we're very proud to support these efforts in any way we can. ICPS will serve as the model for an integrated CalWORKs program that should prevent many families from requiring intervention from your department and assure a better future for their children.

As the director of the "other half" of the social services department, I also appreciate your efforts to maintain a professional staff and to manage expenses. The improvement in the assistance line as the result of the reduction in foster care placements can be traced directly to quality work performed by you and your staff. I look forward to working with you on some exciting changes in adult services in the coming years.

Though I have worked well with some managers and not so well with others in the past, it has been a real pleasure working with you. I feel that you and I are truly colleagues in the best sense of the word. Though we may not always agree on the

method, we share the same desires for our staffs and the clients we serve. Keep up the good work!

Sincerely,

A handwritten signature in black ink that reads "Melody B. Brawley". The signature is written in a cursive style with a large, looping 'y' at the end.

Melody Brawley, Director
Lassen WORKS & Community Social Services

Attachment C: Survey

**Lassen County Family & Child Protective Services
Child Welfare System Survey**

Who are you?

- | | |
|---|---|
| <input type="checkbox"/> Public Agency Administrator | <input type="checkbox"/> Community-Based Agency Administrator |
| <input type="checkbox"/> Public Agency Caseworker/Supervisor
Worker/Supervisor | <input type="checkbox"/> Community-Based Agency |
| <input type="checkbox"/> Foster Youth | <input type="checkbox"/> Caregiver: foster/adoptive/relative |
| <input type="checkbox"/> Other: _____ | |

1. What services to children and families are most effective in the following?

A. Preventing children from being removed from their families? (Please check 3 only)

- | | |
|--|--|
| <input type="checkbox"/> Intensive in-home; FM services, home visits (e.g., PHNs, SW, etc) | |
| <input type="checkbox"/> School based programs | <input type="checkbox"/> Job training & assistance |
| <input type="checkbox"/> Parental education, mentoring or support groups | <input type="checkbox"/> Assistance for stable housing |
| <input type="checkbox"/> Wraparound services | <input type="checkbox"/> Substance abuse programs |
| <input type="checkbox"/> Family conferencing or decision-making | <input type="checkbox"/> Individual or family counseling |
| <input type="checkbox"/> Other _____ | |

B. Helping parents to reunify with their children? (Please check 3 only)

- | | |
|--|---|
| <input type="checkbox"/> Parental education, mentoring or support groups
visits | <input type="checkbox"/> Intensive in-home services; home
visits |
| <input type="checkbox"/> Family Reunification services | <input type="checkbox"/> Parent-child visitation |
| <input type="checkbox"/> Job training & assistance | <input type="checkbox"/> Substance abuse programs |
| <input type="checkbox"/> Assistance for stable housing
making | <input type="checkbox"/> Family conferencing or decision- |
| <input type="checkbox"/> Individual or family counseling
_____ | <input type="checkbox"/> Other |

2. When family reunification services are **not** successful and the child is not returned home, what services should have been provided that were not provided? (Please check 3 only)

- | | |
|--|---|
| <input type="checkbox"/> Parental education, mentoring or support groups | <input type="checkbox"/> Grief Counseling |
| <input type="checkbox"/> Counseling/therapy | <input type="checkbox"/> Parent-child visitation |
| <input type="checkbox"/> Job training & assistance | <input type="checkbox"/> Substance abuse programs |
| <input type="checkbox"/> Intensive in-home services; home visits
making | <input type="checkbox"/> Family conferencing or decision- |
| <input type="checkbox"/> Individual or family counseling | <input type="checkbox"/> Wraparound services |
| <input type="checkbox"/> Assistance for stable housing
_____ | <input type="checkbox"/> Other |

3. When family reunification services are not successful and the child is not returned home, how is the plan most commonly developed to provide permanency for the child?

- | | |
|--|---|
| <input type="checkbox"/> Adoption Unit decides | <input type="checkbox"/> Mediation |
| <input type="checkbox"/> FR Worker decides | <input type="checkbox"/> Worker & child discussion |
| <input type="checkbox"/> Adoption & FR Workers decide | <input type="checkbox"/> Worker, parents, caregiver, child discussion |
| <input type="checkbox"/> Worker & parents/relatives discussion | <input type="checkbox"/> Court decides |
| <input type="checkbox"/> Worker & caregiver discussion | <input type="checkbox"/> Other |
-

More questions on the back.

4. What training do you think helps you or your staff do a better job? (Please check 3 only)

- | | |
|---|--|
| <input type="checkbox"/> Workshops | <input type="checkbox"/> In services/in-house training |
| <input type="checkbox"/> Conferences | <input type="checkbox"/> Identification of issues |
| <input type="checkbox"/> Time management | <input type="checkbox"/> Mentoring |
| <input type="checkbox"/> College courses/extensions | <input type="checkbox"/> N/A: Workload too high |
| <input type="checkbox"/> Other _____ | |

5. What training(s) do you or your staff need that is not available?

6. The State and counties carry out activities to make sure quality services are available to children and families in the child welfare system. What activities are you aware of? (Check all that apply.)

- | | |
|---|---|
| <input type="checkbox"/> A. Division 31 County Compliance Review | <input type="checkbox"/> G. Foster care eligibility audits |
| <input type="checkbox"/> B. Licensing of foster providers | <input type="checkbox"/> H. Case complaint investigations |
| <input type="checkbox"/> C. Investigations of alleged abuse/neglect foster care | <input type="checkbox"/> I. State technical assistance to counties in foster care |
| <input type="checkbox"/> D. Foster Care Ombudsman | <input type="checkbox"/> J. Judicial Council reviews |
| <input type="checkbox"/> E. Child Death Review | <input type="checkbox"/> K. Supervisor Case Staffing |
| <input type="checkbox"/> F. Other: _____ | |

Which of the above do you believe are effective in ensuring quality services? (Check all that apply.)

- A. B. C. D. E. F. G. H. I. J. K

7. Do you feel that your input (opinions/ideas/concerns) regarding the child welfare or foster care system are solicited and/or heard by the County or state?

- Never Sometimes Most of the time Always

8. If you have opinions, ideas or concerns regarding your local child welfare or foster care agency do you know who to contact?

Yes No

9. Any other comments?

Thank you for your time and for your input!
Please return this survey in the envelop provided

Attachment D: Questionnaire

Questionnaire

Please take a few moments and complete the questionnaire below. Your anonymous comments about our services are important to us. The more information we have about your concerns for improved services, the better we can address your needs.

1. Who are you? Foster Youth Caregiver; foster/adoptive/relative Community Based Agency Administrator Community Based Agency Worker/Supervisor City police Sheriff Health and Social Services Administrator Health and Social Services Case Worker/Social Worker/Therapist Other

2. When was the last time you contacted Lassen County Family Child Protective Services?

3. How frequently do you contact Family Child Protective Services? Weekly Monthly Every few month When necessary Never
4. Is Family Child Protective Services staff helpful to you or your agency? Yes Sometimes Never
5. Is Family Child Protective Services staff respectful to families and children they provide services too? Yes Sometimes Never
6. Do Family Child Protective Services social workers respond to your calls within a timely manner? Yes Sometimes Never
7. Do you feel the Social Worker's level of expertise is matched with the situation where you have interacted? Yes Sometimes No
8. Do you feel the Social Workers are up to date on current trainings, legal changes and research? Yes No If no, what trainings do you think the Social Workers need?

9. Do you believe Family Child Protective Services are responding to child abuse reports adequately? Very confident Somewhat confident Not confident at all
10. If you have made a child abuse report to Family Child Protective Services, how often do you receive a response in regards to the report? Always Usually Never Other
11. How do you receive a response from a child abuse report? Phone In person Writing
12. Overall how would you rate Family Child Protective Services? (Please choose only one answer) Excellent Good Neutral Poor Need Improvement (explain) _____

Comments:

Attachment E: Phone Survey

Hello, May I speak to _____ (interviewee)?

If not available: Ask for call back time. State you want to know a convenient time for answering an important survey.

If Interviewee is Available:

Hello, my name is _____ and I am calling on behalf of Lassen County Family and Children Protective Services. I am conducting a survey. The survey is intended to assess the quality of services provided by Lassen County Family and Children Protective Services and the results of the survey will be used to assist Lassen County Family and Children Protective Services in improving the quality of services for the children and parents receiving child welfare intervention.

Your name was randomly chosen to participate in this survey. If you choose to participate, all of your answers will be kept strictly confidential. Answers to the survey questions will not be shared with your Social Worker, and your participation will not affect the services you receive. Your answers will be used in combination with other people who have participated in this survey.

1. What is your relationship to _____ (*case child*)?
 - a. Foster mother
 - b. Foster father
 - c. Relative caregiver
 - d. Birth mother
 - e. Birth father
 - f. Adoptive mother
 - g. Adoptive father
 - h. Grandparent
 - i. Aunt/ Uncle
 - j. Legal Guardian

2. In the past three months, how many times were you visited by your Lassen County Family and Children Protective Service Social Worker? Would you say...
 - a. Three or more times
 - b. Two times
 - c. One time, or
 - d. Not at all
 - e. Don't know
 - f. Refused

3. How recently has a Social Worker talked with you about what you might need so that you can take better care of _____ (*case child*)? Would you say...
 - a. In the past month
 - b. In the past two months
 - c. In the past six months
 - d. In the past year
 - e. More than a year, or
 - f. Never
 - g. Don't know
 - h. Refused

4. How helpful would you say your Social Worker is in helping you with plans or arrangements to take care of your needs?
 - a. Very helpful

- b. Helpful
- c. Not helpful
- d. Don't know
- e. Refused

5. How recently has your Lassen County Family and Children Protective Service Social Worker talked to you, during a visit, about your progress on your case plan? Would you say...

- a. In the past month
- b. In the past two months
- c. In the past three months
- d. In the past six months
- e. More than a six months, or
- f. Never
- g. Don't know
- h. Refused

6. Now, I want to ask about the current needs of _____ (*case child*). What current needs does _____ (*case child*) have, that your Social Worker has been made aware of?

- a. _____
- b. _____
- c. _____
- d. No needs at this time
- e. Don't know
- f. Refused

7. How has your Social Worker assisted you and your child with meeting your needs (*State all that apply*)?

- a. Arranged for medical or dental care
- b. Arranged for money to buy what we need
- c. Got clothes or other items
- d. Helped arrange appointments
- e. Helped with or arranged transportation
- f. Arranged meetings/ changes at school
- g. Helped arrange for legal services
- h. Arranged for tutoring
- i. Arranged for Independent Living Program Services
- j. Other
- k. Nothing/ Did not help
- l. Don't know
- m. Refused

For Parents Only

8. What issues led to your involvement with Lassen County Family and Children Protective Services?

- a. Drug use
- b. Alcohol use

- c. Mental health issues
- d. Poor parenting skills
- e. Lack of supervision
- f. Transfer in from other county
- g. Don't know
- h. Refused

For Foster Parents

Now, I would like to ask you about _____ (case child) schooling, his/her interaction with family and friends, and religious background.

9. Was _____ (*case child*) enrolled in or attending school before coming to live with you?

- a. Yes
- b. No, too young
- c. No, graduated
- d. No, expelled/ suspended
- e. No, should have been going to school but wasn't
- f. No, other _____
- g. Don't know
- h. Refused

9b. **If Yes:** Is _____ (*case child*) still enrolled in and attending the same school?

- a. No
- b. Yes
- c. Don't know
- d. Refused

9c. **If No:** What is the reason for changing to a new school?

- a. Promoted to the next grade which is in a different school
- b. Started a special education program
- c. Change of address due to new foster care placement
- d. Other
- e. Don't know
- f. Refused

10. Does _____ (*case child*) have any related brothers or sisters?

- a. No
- b. Yes
- c. Don't know
- d. Refused

10b. **If Yes:** Are any of the brothers/ sisters living in the home with _____ (*case child*)?

- a. No
- b. Yes

- c. Don't know
- d. Refused

10c. **If No:** How recently has _____ (*case child*) had contact with the brothers or sisters who live in other homes? Would you say...

- a. in the past month
- b. in the past two months
- c. in the past six months
- d. in the past year, or
- e. No contact in over a year
- f. Don't know
- g. Refused

11. What type of contact does _____ (*case child*) have with extended family members such as grandparents, uncles, and aunts?

- a. In person visits
- b. Phone calls
- c. Letters or emails
- d. Does not have any contact
- e. Don't know
- f. Refused

11b. **If No contact:** What is the main reason that _____ (*case child*) might not get to see his or her grandparents, uncles, and aunts?

- a. They live too far away
- b. There is not enough time
- c. Child does not want to
- d. Contact is prohibited by Court order
- e. Transportation is too difficult
- f. Address or phone number is not known
- g. Other
- h. Don't know
- i. Refused

12. What type of contact does _____ (*case child*) have with friends he/ she had before coming to stay with you?

- a. In person visits
- b. Phone calls
- c. Letters or emails
- d. Does not have any contact
- e. Don't know
- f. Refused

12b. **If No contact:** What is the main reason that _____ (*case child*) might not get to see the friends he/ she had before coming to stay with you?

- j. They live too far away
- k. There is not enough time
- l. Child does not want to

- m. Contact is prohibited by Court order
- n. Transportation is too difficult
- o. Address or phone number is not known
- p. Other
- q. Don't know
- r. Refused

13. Did _____ (*case child*) attend religious services before coming to stay with you?

- a. No
- b. Yes
- c. Don't know
- d. Refused

13b. **If Yes:** In the past two months, has _____ (*case child*) attended religious services in the same religious organization as before?

- a. Yes, attends religious services in the same religious organization
- b. No, doesn't attend services
- c. No, but attends services in my (different) religious organization
- d. Don't know
- e. Refused

For Foster Parents, If Child is 5+ years old

14. In the past two months, has _____ (*case child*) participated in sports or after-school activities?

- a. No
- b. Yes
- c. Don't know
- d. Refused

Now, I would like to talk to you about the mental health, behavioral, and learning needs of _____ (*case child*).

For Foster Parents

15. At the time _____ (*case child*) entered foster care, were you aware if there was a mental health screening to assess his/ her mental health needs?

- a. Yes
- b. No
- c. Don't know
- d. Refused

For All Respondents

16. In the past six months, has _____ (*case child*) had mood swings or out-of-control behavior?

- a. No

- b. Yes
- c. Respondent states child is too young/ infant
- d. Don't know
- e. Refuse

17. In the past six months, has _____ (*case child*) had trouble with speech, coordination, learning new things, or interacting with people?

- a. No
- b. Yes
- c. Respondent states child is too young/ infant
- d. Don't know
- e. Refused

18. **If Yes to Question 15 or 16:** What types of mental health, behavioral, and learning problems has _____ (*case child*) had? (*State all that apply*).

- a. Anger or temper
- b. Often sad or depressed
- c. Suicidal
- d. Can't concentrate
- e. Can't sit still
- f. Gets into fights
- g. Hurts other people
- h. Hurts him/ herself
- i. Drug problems
- j. Alcohol problems
- k. Eats too much/ is overweight
- l. Won't eat/ is too thin
- m. Sleeping problem
- n. Runs away
- o. Has seizures/ epilepsy
- p. Mental retardation/ cerebral palsy/ autism
- q. Is slow to learn
- r. Is slow physically (walking/ coordination)
- s. Is slow to talk/ has speech difficulties
- t. Does not like to be touched by/ or being close to others
- u. Slow to learning to eat/ clothe self/ use toilet
- v. Other
- w. None/ Does not have any problems
- x. Don't know
- y. Refused

19. **If any difficulties:** What kind of help did your Social Worker provide for these difficulties? (*State all that apply*).

- a. Got counseling for the child
- b. Got tests by a doctor/ medical diagnosis
- c. Helped me get medicine for the problem
- d. Arranged for counseling for self
- e. Training/ parenting skills to modify child's behavior

- f. Training/ parenting skills to help me cope
- g. Made referral to regional center
- h. Got developmental tests
- i. Other
- j. No help
- k. Don't know
- l. Refused

20. Does the Social Worker listen to your suggestions about what services _____ (case child) needs?

- a. No
- b. Yes
- c. Don't Know
- d. Refused

21. How well would you say the child welfare system is recognizing and meeting the needs of _____ (case child)?

- a. Very well
- b. Well
- c. Not well
- d. Don't know
- e. Refused

22. How would you rate your overall satisfaction with the services provided by Lassen County Family and Children Protective Services?

- a. Very satisfied
- b. Satisfied
- c. Not satisfied
- d. Don't know
- e. Refused

Do you have any comments you would like to add about the subjects we have covered today? _____

Those are all the questions I have for you. The information you have provided is confidential and will not be shared with your Social Worker. It will be used to assist Lassen County Family and Children Protective Services in improving the quality of services for the children and parents receiving child welfare intervention.

Thank you very much for participating in this study. Goodbye.