

**Title IV-E Capped Allocation Demonstration Project (CADP)**

**Implementation Plan  
Edition 2, February 3, 2009**

**Los Angeles County  
Department of Children and Family Services (DCFS)  
and Probation Department**

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## **Section One**

### **I. Introduction**

On April 17, 2007, the Los Angeles County Board of Supervisors approved the submission of the County's Title IV-E Child Welfare Capped Allocation Demonstration Project (CADP) Five-Year Plan to the California Department of Social Services (CDSS). CDSS approved the County's CADP submission on May 18, 2007, to begin on July 1, 2007. The Department of Children and Family Services and the Probation Department (the Departments) jointly submitted the CADP, which provides flexibility in their use of Title IV-E funds to test the effect of innovative strategies to accelerate efforts to improve outcomes for children and families in Los Angeles County. These efforts build upon system improvements already underway among the Departments and their community partners.

On June 26, 2007, the Los Angeles County Board of Supervisors approved the Title IV-E Capped Allocation Demonstration Project (CADP) Implementation Plan, Edition 1 (Implementation Plan). This approval allowed DCFS and Probation to begin implementing critical system changes in the way child welfare services are provided to children and families in Los Angeles County. This Edition 2 Implementation Plan represents the evaluation and efforts of DCFS and Probation to build upon the original Implementation Plan by expanding first sequence initiatives and introducing new second sequence initiatives.

### **II. Goals**

As in the original Implementation Plan, the goals of this 2<sup>nd</sup> Edition Implementation Plan reflect the following CADP goals:

#### **Universal goals to both dependent and delinquent populations as a whole**

- Provide more preventive services;
- Increase the number and array of services to allow more children to remain safely in their home;
- Reduce the reliance on out-of-home care through the provision of intensive, focused, individualized services;
- Reduce the number of children and their length of stay in congregate care while ensuring that individualized case planning and appropriate community alternatives are in place first; and,
- Reduce the timelines to permanency.

Specific goal to the dependent population

- Reduce the recurrence of maltreatment through a combination of caseload reduction and an increase in the time caseworkers spend with each family.

Specific goal to the delinquent population

- Reduce the recurrence of maltreatment through a combination of caseload reduction and evidence-based case management interventions.

**III. Federal Waiver Outcome Measures**

The following federal Waiver outcomes and corresponding measures, as reflected in the California Waiver Terms and Conditions, are the basis for our CADP goals:

Increased child safety:

- Number and proportion of children with a subsequent substantiated report of abuse/neglect within a specified time period;
- Number and proportion of children in foster care with a substantiated report of abuse or neglect while in foster care;
- Number and proportion of children that receive a face-to-face contact with a child welfare professional within a specified period following a report of abuse or neglect;
- Average number of social worker visits, as appropriate, per child in placement or with an active child welfare case; and,
- Rate of recurrence of abuse/neglect in homes where children were not removed.

Increased and more timely exits to permanency:

- Number and proportion of children that are reunified within 12 months of removal from the home;
- Number and proportion of children that are adopted within 24 months of removal from the home; and,
- Number and proportion of children who re-enter out-of-home placement.

Increased placement stability:

- For children in out-of-home placement, the average number of changes in placement setting within 12 months of removal from the home.

Increased appropriateness and decreased restrictiveness of new and existing out-of-home placements:

- Number and proportion of children placed in foster care with all or some of their siblings;
- Number and proportion of children in out-of-home placement who change placements settings, and the direction of change in the restrictiveness of the placement setting (i.e., to a less restrictive or more restrictive setting); and,
- Number and proportion of Indian Child Welfare Act (ICWA) eligible children placed in culturally appropriate foster care settings as defined by ICWA.

Improved child and family well-being:

- Children transitioning to self-sufficient adulthood such as: high school diploma, enrolled in college/higher education, completed vocational training, employed or other means of support.

To the extent available, the State's evaluation tracks all of these outcome measures in relation to gender, age, race, and, as appropriate, placement type or setting.

#### **IV. Reinvestment Strategy**

Under the CADP, for a period of five years the State and Federal share of foster care funds shall be capped and made available to the County to finance structural and programmatic improvements to the child welfare and probation service delivery systems, and the Title IV-E requirement that children be at imminent risk of entering or in foster care for these funds to be used for services is waived. The federal funding cap was established based on actual federal reimbursement for administrative and out-of-home care costs the County received in Federal Funding Year (FFY) 02-03, 03-04 and 04-05 with a 2% growth factor added each year of the Waiver. The State funding cap was established based on the actual reimbursements for out-of-home care costs in Fiscal Year (FY) 05-06 and FY 06-07 Child Welfare Services allocation with a 2% growth factor added for each year. The County's Maintenance of Effort (MOE) was established based on actual expenditures in FY 05-06. There is no increase in NCC.

The following table details the most recent expenditure and reinvestment funding projections through FY 11-12:

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As identified in the preceding table, the Departments realized \$28.9 million in child welfare reinvestment funds during the first year of the CADP. The Departments have agreed that it would be fiscally responsible to limit reinvestment spending for the second and third year of the CADP to the \$28.9 million generated during the first year and to split the funding available for reinvestment based on the proportion of actual reinvestment funds each Department earned. DCFS earned \$26.7 million in reinvestment funds, and Probation earned \$2.2 million. DCFS proposes to use \$4.6 million of the available reinvestment funds in FY 2008-09 and up to \$17.4 million in FY 2009-10. Probation will utilize up to \$2.2 million.

We expect that system reform, particularly in reducing the number of children entering foster care and accelerating the return to permanent families of those in foster care, will continue to generate additional reinvestment funds over the remainder of the CADP, which will, in turn, be identified and reinvested in further service delivery enhancements. This reinvestment strategy is a tremendous incentive to the Departments to realign the investment of resources around the needs of children and families in the communities in which they live.

The County and CDSS reached agreement on a Memorandum of Understanding (MOU) specifying the roles and responsibilities of all parties; authorizing the County to participate in the CADP; allowing the County to expend State and federal foster care funds for children and families who are not normally eligible and allowing the County to make payments for services that will be provided that are not normally covered under Title IV-E; and specifying mechanisms/procedures to be used for claiming, collecting, reporting and tracking data on children and families served in the CADP.

## **V. IV-E Waiver CADP Management Team**

### Management Team and Responsibilities

The Waiver Management Team, including DCFS Waiver Coordinator, Deputy Director Lisa Parrish, and Probation Waiver Coordinator, Probation Director Kathy New remains responsible for planning, coordinating, monitoring and reporting on Waiver implementation and outcomes; and working with CDSS, CEO, other Departments, service providers, community partners and other stakeholders. The two Departments will continue to work closely together with a County Steering Committee, which includes the Chief Executive Office (CEO), and meets monthly to focus on governance,

implementation status, financial projections and tracking, and outcomes. In addition to the Steering Committee, DCFS and Probation Team members will continue to meet or conference by phone on a regular basis.

### Management Data

Real time management data for tracking clients and services, outcomes, and linked expenditures remains critical to the success of the flexible funds reinvestment strategy. Without accurate and timely management information, some of which is not currently available, there is the potential to misinterpret the effect of changes to the service delivery systems and to miscalculate the financial impacts. DCFS and Probation will continue to work closely together to identify and address gaps in management information, including both data and reports.

DCFS has begun development of an expenditure report that provides monthly expenditures by facility type. This report will integrate all programs within our service delivery system. DCFS tracks quarterly data through the Child Welfare Services Outcomes Systems Report. This report is provided by the University of California, Berkeley (UCB) Center for Social Services Research: CWS/CMS Dynamic Report System, and these data measure longitudinal changes in the Waiver's Key Outcomes and Indicators.

### **VI. Communication Plan and Stakeholder Input**

The Departments have held three large-scale events with over 300 County managers and community partners to maintain ongoing communication about the CADP and develop flexible funding spending strategies. DCFS will continue this effort through regular meetings of two longstanding workgroups focused on Prevention and Family Reunification, internal workgroups dedicated to Youth Permanency Units and up-front assessments, various meetings with stakeholder groups, and focus on internal modeling of ease/speed of implementation and scope of impact. In addition, each DCFS Regional Administrator will continue to participate and share information in local Service Planning Area (SPA) councils and community forums.

The Departments' e-mail addresses ([waiverinfo@dcfs.lacounty.gov](mailto:waiverinfo@dcfs.lacounty.gov) and [waiverinfo@probation.lacounty.gov](mailto:waiverinfo@probation.lacounty.gov)) remain operational for information delivery and response; all informational documents on the CADP contain one or both of these e-mail addresses. Three Waiver News Blasts have been provided to both Departments' staff and to a global list of stakeholders developed from the many meetings over the last year. Waiver e-mail News Blasts will continue to be distributed on a quarterly basis.

### **VII. Evaluation Planning**

The Departments will continue to work closely with Casey Family Programs and Dr. Jacquelyn McCroskey of the University of Southern California (USC) in the implementation of the Los Angeles County DCFS Waiver evaluation. This evaluation is closely aligned with and builds upon another key effort already underway in Los

Angeles County, the Los Angeles County Prevention Initiative Demonstration Project (PIDP). PIDP serves as a foundation for the Points of Engagement (POE)/Waiver evaluation, and the focus of the Waiver evaluation is built on the design of Dr. McCroskey's POE evaluation. The findings from this POE evaluation suggest a set of key measures for further process evaluations of service delivery systems that are being utilized in the Waiver evaluation design. Process or qualitative measures are especially important during the remaining years of the Waiver as there will be differences in startup, timeframe and resource allocations in different regional offices. Since the POE philosophy is one of the main organizing principles for system improvement, more systematic data on progress will be extremely helpful in tracking change. The Waiver evaluation will gather qualitative data from the families who are served, DCFS line workers who engage families and carry cases, and line staff from community-based partner agencies and organizations.

The evaluations of POE and PIDP are similar enough that many data collection tasks will be merged, especially since prevention evaluation planning built upon the original POE evaluation. Because prevention has been defined as including families not known to the child welfare system as well as families referred to the Child Protection Hotline and families with open DCFS cases, the broad view of the PIDP also encompasses Waiver related activities.

### **VIII. Implementation Sequences**

The term of the 5-year CADP began on July 1, 2007 and ends June 30, 2012. The Departments plan to sequence priority initiatives over time, in a dynamic manner responsive to emergent trends in the service delivery system, and as reinvestment funds are available. The first implementation sequence began on July 1, 2007. The second sequence plan is provided in this document, the Waiver CADP Implementation Plan, Edition 2. The Board of Supervisors will continue to be provided with updates and requests for approval of Implementation Plan revisions.

The Departments originally identified 23 proposed initiatives as service delivery system enhancements viewed favorably under the Waiver's flexible environment in the CADP and approved by CDSS on May 18, 2007. These initiatives range from investments in redesigning the roles of County staff and the available resources and funds for direct investment in providers in communities to the resources available to families. The Departments plan for multiple iterative implementation sequences over the life of the CADP, which call for flexibility in determining what enhancements will be prioritized in successive sequences. The Departments continue to measure the results of first sequence priorities and are utilizing this experience to determine second sequence priorities. The Waiver environment is necessarily a dynamic one.

The first sequence of reinvestment began in FY 07-08. Subsequent sequences for the use of reinvestment funds depend upon the Departments' demonstration of additional projected reinvestment funds over the remainder of the five-year Waiver term. The Departments will carefully monitor assistance payments and administrative costs to look

for opportunities for achieving the Waiver outcomes for children and families, and reducing administrative overhead to generate additional reinvestment funds. The Departments have identified a small list of priority initiatives for the second sequence of service delivery enhancement, based on feasibility and speed of implementation, target population and, most importantly, breadth of estimated impact.

In the following sections, DCFS and Probation detail their implementation plans for their second sequence priorities and the resources associated with them.

## **Section Two: DCFS Title IV-E Waiver Implementation Plan**

### **IX. DCFS Implementation Plans**

#### **Second Sequence DCFS Implementation Priorities**

After considering the target populations, ease and speed of implementation efforts, and breadth of impact on the desired Waiver outcomes, DCFS has selected the following second sequence implementation priorities for FY 08-09 and FY 09-10:

- Expansion of Family Team Decision Making (FTDM) Conferences
- Focused Family Finding and Engagement

- Up-front Assessments on High Risk Cases
- Promoting Safe and Stable Families (PSSF)
- Regional Office Community Partnering
- Implementation of Differential Response Countywide

**A. Expansion of Family Team Decision-Making (FTDM) Conferences**

**1. Priority Initiative Description**

DCFS has been a best practice site for the Annie E. Casey Foundation (AECF) Family-to-Family (F2F) initiative and has been replicating the core F2F strategies in regional offices. Beginning in January 2007, DCFS was selected as one of nine Anchor Sites for the expansion and dissemination of F2F practice in California. Team Decision-Making Meetings (TDMs) were developed as a central component to child-centered, family-focused F2F practice and have proven to be a very successful, well-received practice enhancement in all offices.

Current DCFS policy directs that a Team Decision Making (TDM) conference be held for any child at risk of removal, and at any time a change in placement or reunification is being considered. During the first Waiver sequence, TDM was expanded to include Permanency Planning Conferences (PPC) for youth in group home care to address the urgency of finding permanency for these youth. TDM meetings are led by a trained Supervising Children's Social Worker (SCSW) facilitator, who is a non-case carrying, independent and neutral party. The facilitator's role is to create an inclusive meeting environment focused on family strengths, assure that everyone participates and is heard, and develop consensus around a Safety/Action Plan regarding the placement decision. Because the Department's Emergency Response Command Post (ERCP) investigates allegations of child abuse and neglect at night and on weekends, TDM facilitators have been unavailable, and children and families investigated by ERCP staff have rarely had the opportunity to participate in an expedient TDM process.

Over the past year and a half, approximately 30% of the Department's removals have occurred at night and on weekends. It is believed that a number of such removals could be prevented if an expedient TDM meeting could be held and a sufficient safety plan put into place. As outlined in the Katie A. settlement plan, DCFS will add one manager and increase the number of FTDM facilitators by eight; these eight facilitators will be dedicated to assuring that those families investigated by ERCP for whom a child has been removed or is at imminent risk of removal are provided with a TDM meeting as quickly as possible.

**a. Target Population and Theory of Change**

The target population will be families for whom an allegation of abuse or neglect is investigated on nights, weekends or County holidays by ERCP. Timely TDM meetings

for families served by ERCP can often prevent removals when appropriate child safety plans can be put into place.

**b. Cost**

Total salaries and employee benefits and services and supplies for 8 additional SCSWs and one Children Services Administrator II (CSA II) assume a phase-in of hiring for these new positions, with all filled by February 1, 2009. Costs for FY 08-09 would be \$590,000 for the five-month period during which positions would be filled and \$1,226,000 for FY 09-10.

**c. Timeframe**

|                         |                           |
|-------------------------|---------------------------|
| Development:            | July 2008 – February 2009 |
| Initial Implementation: | March 2009                |
| Full Implementation:    | June 2009                 |

**d. Outcomes and Reinvestment Impact**

Outcomes

The expansion of TDMs to ERCP will focus primarily on reducing the number of detentions, although increased child safety in out-of-home care, placement stability and appropriateness are also likely to be effected.

Reinvestment Impact

We estimate a 10% reduction in the number of children detained through ERCP between FY 08-09 and FY 10-11.

**2. Recruitment and Selection of Staff (Direct Services)**

The additional TDM facilitators will be SCSWs selected by ERCP management based on criteria set by the F2F Program Manager. Approval for the additional 8 CSWs and one CSA II was authorized by the Board of Supervisors on October 14, 2008. DCFS has posted a bulletin for these new positions and expects to complete the hiring process and release of selected staff by February 1, 2009.

**3. Pre-Service Training**

In February 2009, the DCFS F2F Program Manager, F2F CSA II and F2F CSA Is will conduct pre-service training for the new SCSW facilitators on the role of the facilitator, the purpose and process of TDMs, facilitation skills, family engagement, and safety action planning.

#### **4. Decision Support Data Systems**

Working with the AECF California F2F technical assistants, the F2F Program Manager and staff from the Bureau of Information Services (BIS) will enhance the management reporting abilities of the TDM and develop the capability to track ERCP TDMs, to ensure the ability to capture the performance measures outlined below.

#### **5. In-Service Training, Consultation and Coaching**

Throughout FY 08-09, the F2F Program Manager, CSA II and CSA Is will provide the following in-service training: bimonthly all facilitator continuous quality improvement (CQI) meetings, and periodic TDM observations, with regular feedback to senior management and individual coaching to facilitators.

#### **6. Performance Measurement**

Full implementation will be measured by performance evaluations for TDM facilitators to include the number of TDMs facilitated monthly, with an expectation of 40 per month per facilitator in FY 08-09.

The following performance indicators will be used to systemically determine full implementation of the expansion of TDMs to ERCP:

- a. The number of TDM meetings held for families for whom ERCP is conducting an investigation and whose children have been removed or are at imminent risk of emergency placement.
- b. Reduction in the number of detentions resulting from ERCP investigations.
- c. High levels of parent, family, caregiver, community supporter, and placement agency attendance at TDMs.

#### **7. Facilitative Administrative Support Needed**

Timely release of selected candidates from their current positions will need to be assured, and timely backfilling of positions will facilitate this. Management data systems will need enhancements. Technical assistance (TA) will be obtained from the California AECF F2F Coordinator and F2F TA consultants on quality control and improvement for ERCP TDMs.

## **B. Focused Family Finding and Engagement through Pilot Specialized Permanency Units at Three Regional Offices**

### **1. Priority Initiative Description**

In August 2005, the Metro North Regional Office partnered with the California Permanency for Youth Project (CPYP) to implement strategies to achieve permanent family connections for older youth in foster care. In October 2005, a Permanency Unit was first formed to target older youth, and training was begun on a variety of related critical issues, including family search and engagement, and working with older youth to overcome challenges and barriers to forming permanent connections, particularly loss, safety, attachment, and resilience. Much was learned from this project, and in the first Waiver sequence DCFS staffed a portion of Metro North's Unit and expanded this effort to partial staffing of a Unit in the Pomona Office. During this second Waiver sequence, these two Units will be brought up to full staffing and a third fully-staffed Unit will be added to the Santa Clarita Office. As designed, each fully-staffed Youth Permanency (YP) Unit will include a Supervising Children's Social Worker (SCSW) and six Generic Children's Social Workers (CSWs) who carry a reduced caseload of 15 youth; these caseloads include the most challenging youth in each office, categorized as high-need, who may have the following characteristics: no or limited family connections, multiple recent replacements, heavy substance abuse, recent psychiatric hospitalization, and repeat runaways.

In addition to reduced caseloads, CSWs in these units receive extensive training and utilize intensive family finding and engagement strategies. They collaborate with secondary Permanency Coordinators and external partners, such as TDM and Family Group Decision Making (FGDM) FGDM facilitators, P3, co-located Department of Mental Health (DMH) staff, Adoption staff, Emancipation/Independent Living Program (ILP) Services, Runaway Outreach Unit, Wraparound Services, and Interagency Consultation Assessment Team (ICAT) and other family finding resources. The role of these secondary Permanency Coordinators and external partners is critical to these pilot Units' success.

#### **a. Target Population and Theory of Change**

The target population is high-need youth with few or no family connections or permanency resources. The specialized units serving this population have reduced caseloads of 15 – 24 youth, internet relative search technology, extensive training on the emotional issues and needs of older youth in foster care, expert case consultation and high level support on the focus on the least connected children. With these resources, caseworkers are able to connect or reconnect youth to siblings, parents, extended family members and adult mentors, and restore or create permanent family connections.

**b. Cost**

One additional CSW III and one ITC will be added to the Metro North office pilot at a cost of \$80,000 for the five-month period in FY 08-09 and \$178,000 in FY 09-10. Two additional CSW IIIs and one ITC will be added to the Pomona office pilot at a cost of \$131,000 for the five-month period in FY 08-09 and \$292,000 in FY 09-10. Six CSW IIIs and one ITC will be identified for the Santa Clarita office pilot at a cost of \$332,000 for the five-month period in FY 08-09 and \$747,000 in FY 09-10. The first year's projected cost for salaries and employee benefits and services and supplies for these positions is \$543,000 for FY 08-09 and \$1,217,000 in FY 09-10.

**c. Timeframe**

|                         |   |
|-------------------------|---|
| Development:            | Underway in Metro North since August 2005 |
| Initial Implementation: | 3 offices fully staffed in February 2009  |
| Full Implementation:    | December 2009                             |

**d. Outcomes and Reinvestment Impact**

Outcomes

The ultimate outcome of this work will be relational permanence for youth who would otherwise have been likely to emancipate from foster care without durable family connections, and a reduction in the long term foster care census. The eight measurable goals of the pilots are that:

- Youth will be participants and leaders in their permanency planning;
- Youth will have increased connectiveness with siblings, parents, relatives and non-relative extended family members (NREFMs);
- Youth will be returned to the home of a parent if possible;
- Youth will be assessed and prepared for adoption if unable to return home;
- Youth will be assessed and prepared for guardianship if unable to return home or be adopted;
- Youth will be placed with relatives or NREFMs;
- Youth will reside in the lowest level of care possible (most appropriate, least restrictive); and,
- Youth who emancipate will have a least one durable connection with a committed adult.

Reinvestment Impact

It is estimated that in each pilot office 15 additional youth annually will move from a group home placement to placement with a relative, Non-Relative Extended Family Member (NREFM) or foster home, and that another additional 15 youth annually will exit

foster care to reunification, adoption or legal guardianship. This will result in a reduction in the long term foster care census.

## **2. Procurement Vehicle and Process (Contracted Services)**

To date, consultants have been working with the Metro North, Pomona and Santa Clarita Offices on specialized strategies for achieving permanency for older youth. Bob Lewis, a national expert on specialized adoption, trains and provides case consultation support, with a focus on the communication skills needed to work with disconnected teens and their families on their emotional needs. He has provided a kick-off session for the Pomona Office and will provide similar sessions for the Metro North and Santa Clarita Offices in early 2009. Dr. Darla Henry provides training and case consultation support on a framework of tools on reconciling losses, rebuilding relationships, and supporting belonging. She will provide instruction on working with families to prepare them for the return of children or placement of children to their care. LATC will provide focused family finding training and individual case consultation. These consultants will be involved with the pilot offices and the appropriate procurement vehicles will need to be in place by January 1, 2009. In addition, Casey Family Programs has begun providing Families for Life Training to managers and CSWs in the YP Units on preparing and facilitating youth-driven permanency team meetings for the challenging youth they serve.

## **3. Recruitment and Selection of Staff (Direct Services)**

CSWs and ITCs will be selected to fully staff the three YP Units in February 2009. Project Leads have been identified as Managers for each office to coordinate the High-Need Youth Permanency Leadership Team, training for office staff and external partners, conduct selection of appropriate cases, and collect data on results.

## **4. Pre-Service Training**

A clear recommendation from the work done to date by the Metro North and Pomona Offices is that all staff in each pilot office receive training on the importance of permanency for older youth and enhanced family finding and engagement. Staff should be identified beginning January 2009, and pre-service introductory training will be conducted by the consultants mentioned above and the DCFS Training Section. .

## **5. Decision Support Data Systems**

Metro North and Pomona currently utilize logs to track the high-need youth referred and served by the specialized unit and the results associated with the family finding and reconnection efforts. This will be duplicated in the Santa Clarita Office. In addition, DCFS's Bureau of Information Services (BIS) is developing a web-based tracking system to evaluate program outcomes and effectiveness.

## **6. In-Service Training, Consultation and Coaching**

The DCFS Training Section will continue to provide training on understanding and using the results of US Search reports, identifying family members and their contact information. Bob Lewis, Darla Henry and LATC will each provide in-service training, consultation and coaching to the pilot offices, the Permanency Leadership Teams in each office and the Project Lead Managers. LATC will conduct family finding training and provide ongoing support over six months. Bob Lewis will provide training on communicating with youth and family members, and Darla Henry will provide sessions for each pilot office on preparing youth for permanence.

## **7. Performance Measurement**

Each pilot office will maintain a Project Lead Manager, a High-Needs Youth Permanency Leadership Team, a specialized unit and identified secondary Permanency Coordinators. Each office will conduct bi-annual surveys to identify the youth in their office that meet the criteria for servicing by the specialized unit. All youth meeting these criteria will be identified as Youth Permanency (YP) cases; outcomes of the YP youth served by the YP Units will be compared to the outcomes for YP youth who are unable to be served by the YP Units and are on regular caseloads.

## **8. Facilitative Administrative Support Needed**

DCFS has established a Youth Permanency Implementation Group that meets on a bi-monthly basis to provide ongoing support to the YP Units. The important lessons learned through the development work at Metro North and subsequent work in the Pomona Office indicate a need for consistent high level support for the very challenging work necessary to create permanent connections for older youth in foster care. Reduced caseloads and a variety of secondary support workers are essential to working with these highest-need youth. Clear advocacy of this need for reduced caseloads in labor management discussions continues to be necessary. Additionally, the great benefit of ongoing consultation and coaching from national experts on working with high-need youth must be recognized and supported.

## **C. Up-front Assessments on High Risk Cases with Expanded Family Preservation and Alternative Response Services**

### **1. Priority Initiative Description**

DCFS established an up-front assessment program in the Compton office through the use of an existing County-contracted Family Preservation agency, Shields for Families. Up-front assessments continue to prevent unnecessary foster placement through more thorough investigation and assessment of Child Protection Hotline (Hotline) high-risk referrals of alleged child abuse and neglect involving substance abuse, domestic

violence and/or mental health issues and immediate linkage to services. In this second Waiver sequence, up-front assessments will be expanded to all DCFS regional offices, enabling CSWs throughout the County to access these contracted services. Family Preservation agencies in the various service areas will be contracted with to provide up-front assessments, participate in TDM meetings and refer and/or provide necessary Family Preservation or Alternative Response Services (ARS) to referred families.

#### **a. Target Population and Theory of Change**

The target population for up-front assessments will be families countywide with high-risk referrals from the Hotline related to substance abuse, domestic violence and/or mental health issues. Contracted community-based Family Preservation agencies with expertise in the areas of substance abuse, domestic violence and/or mental health will provide immediate comprehensive assessments and connect families to treatment and ancillary services in the community. This will allow Emergency Response CSWs to make more informed case decisions, and in many cases, allow children to remain safely in their homes.

#### **b. Cost**

##### Staffing Costs

Three CSA Is will be hired to manage the expansion of up-front assessments, including oversight of the Family Preservation contracts. The cost projection for their salaries, employee benefits and services and supplies for a five-month period in FY 08-09 is \$171,000 and \$387,000 for FY 09-10.

##### Family Preservation Expanded Program Costs

The decrease in the number of detentions will result in the need for increased Alternative Response Services (ARS) and Family Preservation Services allowing children to remain safely in their homes. This increased cost for a four-month period in FY 08-09 will be \$14,000 (ARS) and \$1,623,000 (Family Preservation); the increased cost for FY 09-10 will be \$50,000 (ARS) and \$5,842,000 (Family Preservation).

##### Up-front Assessment Costs

The program costs for up-front assessments and TDM participation by Family Preservation agencies were calculated based on the experience of the Compton Office and consultation with Shields. It is calculated that in FY 08-09, due to the implementation of up-front assessments department wide, approximately 10% of all monthly referrals will require an up-front assessment of parental substance abuse, domestic violence and/or mental health issues for which the social workers require additional expertise and that Family Preservation agencies will participate in TDMs for each assessment. During FY 09-10, it is calculated that 12% of all monthly referrals will

require and up-front assessment. It is further assumed that 10% of the assessments will result in Family Preservation Services for an average period of nine months, and that an additional 3% of these assessments will result in ARS for an average period of three months.

Costs for Four-Month Period in FY 08-09 (March – June)

|   |             |
|---|-------------|
| Four-month costs for expanded Family Preservation services      | \$1,623,000 |
| Four-month costs for expanded ARS                               | 14,000      |
| Four-month costs for up-front assessments and TDM participation | 589,000     |

Costs for FY 09-10

|  |             |
|--|-------------|
| Costs for expanded Family Preservation services      | \$5,842,000 |
| Costs for expanded ARS                               | 50,000      |
| Costs for up-front assessments and TDM participation | 2,447,000   |

**c. Timeframe**

|                         |                           |
|-------------------------|---------------------------|
| Development:            | July 2007 – December 2008 |
| Initial Implementation: | February 2009             |
| Full implementation     | June 2010                 |

**d. Outcomes and Reinvestment Impact**

Outcomes

Through this collaborative relationship and proactive approach, DCFS expects to accomplish the following outcomes:

- Increase the number of children who remain safely in their own homes (through the provision of appropriate services that reduce risk of detention);

- Increase the number of families/children with clearly identified treatment needs;
- Increase the number of families engaged in their own assessment and/or treatment;
- Reduce the timelines to reunification (through early linkage to appropriate services);
- Decrease the number of children who re-enter foster care within 12 months from reunification; and
- Increase the number of DCFS staff with a greater understanding of mental health and co-occurring disorders.

### Reinvestment Impact

It is estimated that DCFS regional staff currently assesses an average of 12,480 high-risk children per year. At the average departmental detention rate of 7%, approximately 875 children would be detained from the 12,480 high-risk child referral population. It is expected that use of up-front assessments and subsequent connection of families to treatment and ancillary services will result in a 13% reduction of high-risk children being removed from their families (13% of the 6,240 high-risk children).

With the use of up-front assessments, it is anticipated that as a result of fewer detentions, there will be an increased need for Family Preservation services and ARS (see "Costs" above). Therefore, any savings related to up-front assessments will be offset by the additional costs needed for additional Family Preservation and ARS slots. A cost analysis will be performed at each office location to determine the cost savings for those children safely diverted from out-of-home care. It is anticipated that these cost savings may be substantial. With the savings earned, reinvestment can then be directed to offset additional Family Preservation and ARS.

## **2. Procurement Vehicle and Process (Contracted Services)**

Family Preservation agencies will be contracted with to provide up-front assessments and participate in TDM meeting and for additional FP and ARS slots.

## **3. Recruitment and Selection of Staff (Direct Services)**

Three Children Services Administrator Is will be recruited and hired to coordinate and manage the expansion of up-front assessments to all DCFS regional offices.

## **4. Pre-Service Training**

Emergency Response CSWs will be trained by the Family Preservation Unit and Up-front Assessment CSA Is on the appropriate and efficient use of up-front assessments and the contracted responsibilities of the agencies.

## **5. Decision Support Data Systems**

Full implementation will be measured utilizing data systems currently in existence through DCFS and in use by the Family Preservation agencies.

## **6. In-Service Training, Consultation and Coaching**

The Family Preservation Unit and Up-front Assessment CSA I will jointly provide the following in-service training: monthly continuous quality improvement (CQI) meetings with regional office management and staff (SCSWs and CSWs), with regular feedback to the regional offices' Management team and designated Family Preservation agencies.

## **7. Performance Measurement**

Implementation will be measured systematically by the following performance indicators:

- a. Whether up-front assessments are initiated and completed for all high-risk referrals received by the office in a timely fashion.
- b. Whether up-front assessments result in a decrease in the number of children removed from their families.
- c. Whether up-front assessments of cases with unavoidable detentions result in reduced timelines to reunification (through early linkage to appropriate services).
- d. Whether up-front assessments result in a decrease in the number of children who re-enter foster care within 12 months of reunification.

## **8. Facilitative Administrative Support Needed**

Timely development of a contract amendment for the Family Preservation providers will be required.

## **D. Promoting Safe and Stable Families (PSSF)**

In addition to the three-second sequence Waiver implementation priorities outlined above, \$970,000 in Waiver funding will be utilized to restore federal cuts made to four

Promoting Safe and Stable Families (PSSF) programs in FY 08-09 so that mid-year contract cuts will not have to be made:

- Family Support – services provided by community-based agencies to promote the well-being of children and families, by increasing the strength and stability of families (including adoptive, foster, and extended families), increasing parents' confidence and competence in their parenting ability, and affording children a stable and supportive family environment, and otherwise enhancing child development. Family Support is a proactive approach towards the prevention of family problems.
- Family Preservation – services provided by community-based agencies to strengthen and preserve families who are at risk or experiencing problems in family functioning, with the goal of assuring children reside in safe and nurturing environments.
- Time-limited Family Reunification (TLFR) – under an MOU between DCFS and DHS, TLFR enhances the availability of alcohol and drug assessment and treatment services for eligible DCFS families. The intent of these services is to connect families with timely, intensive, and responsive support services in order to shorten the time it takes for parents to reunite with their children, who have been in placement for 15 months or less.
- Adoption Promotion Services and Support (APSS) – designed to encourage more adoptions of children in the foster care system, by providing information, therapy, mentors, support groups and linkages to services designed to expedite the adoption process and support adoptive families. APSS services are provided by community-based agencies with adoption expertise before, during and after adoption, and represent the only program of its kind available to DCFS families in the County with finalized adoptions.

If funding cuts to these four programs are not restored, DCFS will be required to reduce contracts for these services to the detriment of children and families we serve. Required service reductions could result in increased detentions, less timely family reunification and fewer adoptions.

#### **E. Regional Office Community Partnering**

To foster enhanced collaboration with the community, \$90,000 will be provided during FY 08-09, and \$250,000 will be provided during FY 09-10 to the DCFS Regional Offices. Funding will be used to enhance communication and hold functions with our community partners in the various Service Planning Areas (SPA) around key reform initiatives such as eliminating racial disproportionality and expanding prevention services. A mechanism will be developed for offices to request and document funding and for administration to approve and track appropriate expenditures from this pool.

## **F. Implementation of Differential Response Countywide**

Differential Response is a strategy which allows child welfare agencies to respond to referrals of child abuse and neglect in an individualized manner, based on the unique needs, resources and circumstances of referred families. The target population for differential response are those children and families referred to the Child Protection Hotline (CPHL). Rather than responding to all CPHL referrals with an in-person investigation by a CSW, Differential Response assumes that “one size does not fit all.” With Path 1 Differential Response, referrals in which child maltreatment is not a concern, the child is deemed to be safe, and there are no or low risks of harm to the child, but the family is clearly experiencing problems or stressors, the most appropriate option may be to connect the family with community services. Connecting families with community services serves to strengthen and stabilize their relationships, reduces re-referrals and heads off instances of potential child abuse and neglect.

DCFS currently assigns a larger percentage of CPHL calls for child abuse investigation than other California counties. While DCFS currently opens investigations on 86% of the CPHL reports taken, other counties in California, on average, assign investigation to 67% of the reports taken. On the other hand, DCFS “evaluates out” referrals, or, upon determining that an in-person investigation is not required, refers families to appropriate community services, at a much lower rate (14%) than other California counties (33%). Based on these investigation assignment and evaluate out rates, DCFS sees the implementation of Path 1 as an opportunity to deflect appropriate families to community agencies and their networks, decreasing the number of children that enter the child welfare system and reducing CSW caseloads so social workers are more able to focus on families with greater child protection needs.

We will use reinvestment funds to implement Differential Response in FY 09-10, as appropriate CPHL referrals will be diverted to community-based agencies and networks before family needs escalate and child safety becomes a concern, obviating the need for an open DCFS investigation. These agencies and their networks will work with families to access services, activities and supports that strengthen their well-being as well as that of the communities in which they reside. The program will increase shared responsibility for child safety in the community and decrease the number of referrals to regional offices. Ultimately, only those children and families who need a formal child protection response will receive this level of intervention.

DCFS will consider numerous contracting strategies to implement the most effective Differential Response program in the upcoming fiscal year. The contracting process will focus on identifying lead community-based agencies who can demonstrate their ability to develop and implement social networking and family economic development strategies with their traditional case management services for community residents. This is important, as an effective Differential Path 1 program will require agencies to provide traditional case management services in a manner that builds community and resident resilience, establishes strong social networks, and promotes community/family

economic stability. The implementation of a successful program will also require and foster unprecedented partnerships between the lead community-based agencies and DCFS regional offices.

### **Next Sequence DCFS Implementation Priorities**

DCFS has identified additional priority initiatives (listed below) for the next sequence of implementation past FY 09-10. DCFS will continue to develop plans for the next sequence over the next six months and submit an updated implementation plan for these and other identified priorities after analyzing outcomes related to initiatives underway:

- Expansion of Family Finding and Engagement Permanency Units to Additional Regional Offices
- Expansion of FTDM Quarterly Permanency Planning Conferences for all Children in Out-of-Home Care
- Enhanced Family Visitation
- Recruitment, Development and Use of Community Based Placements
- Use of Aftercare Support Services

### **Section Three: Probation Title IV-E Waiver Implementation Plan**

#### **X. Probation Implementation Plans**

##### **Second Sequence Probation Implementation Priorities**

After considering the target populations, ease and speed of implementation efforts, and breadth of impact on the desired Waiver outcomes, Probation has selected the following second sequence implementation priorities for FY 08-09 and FY 09-10:

- Expansion of Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST)

- Enhanced Cross-Systems Case Assessment and Case Planning
- Prospective Authorization and Utilization Review Unit (PA/URU)

**A. Expansion of Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST)**

**1. Priority Initiative Description**

Probation has adopted FFT/MST as a first line treatment approach to serve youth at-risk of removal from the home and youth returning home from congregate care. FFT/MST has demonstrated the following positive outcomes for serious juvenile offenders: 1) reductions of 25-70% in long-term rates of re-arrest; 2) reductions of 47-64% in out-of-home placements; 3) extensive improvements in family functioning; and 4) decreased mental health problems for serious juvenile offenders. These services are delivered in the home, school, and community rather than in a clinic or residential treatment setting.

Waiver funding will be utilized in FY 09-10 to restore funding for six Deputy Probation Officers (DPOs) previously funded by the Mentally Ill Offender Crime Reduction – Intensive Case Management (MIOCR-ICM) grant program. In FY 07-08, Probation leveraged MIOCR-ICM grant funding to expand FFT/MST services targeting Probation foster care youth and their families. The grant program required that six supervision DPOs support FFT efforts through intensive case management. To support this initiative, Placement Aftercare DPOs supported both in-house and contracted FFT service providers by providing intensive supervision using the evidence based Functional Family Probation supervision model. In June 2008, Sixteen DPOs were trained and certified in FFT to serve foster care youth that were ineligible to receive services from the contracted providers due to their Medi-Cal status and/or residence outside the catchment area of the contracted providers.

The MIOCR-ICM grant funding has ended, however, this grant was, in part, the foundation of our first year initiatives. This initiative will require that the aftercare component continues to serve Title IV-E program target population. Additionally, a Group Probation Program Analyst, approved in the Title IV-E FY 07-08 Implementation Plan, will continue to act as a Group Home Liaison for youth identified for early family reunification. This staff will assist in connecting youth, families, group homes, Probation and FFT providers during the placement transition phase in an effort to make the transition seamless for the youth and family. Probation Placement youth are identified for aftercare supervision in an effort to enhance timelier exits to permanency and support long-term family reunification.

Probation will be enhancing services by implementing a new component to this initiative, Parent Daily Reports (PDR). Waiver funding will be utilized by Probation in FY 08-09 and 09-10 to establish an aftercare support service for youth and families. Five Community Workers will complete PDRs for all youth that have transitioned from

group home and relative/non-relative care back to their homes. PDRs are a component of the evidence based Multidimensional Treatment Foster Care (MTFC) program and provide crucial information on a family's progress during the first 60 days of family reunification. The PDRs will allow the DPO of Record and the treatment teams to make appropriate interventions, if needed, to support family reunification. It is anticipated that this effort will improve response time to youth and family needs while reducing the percentage of youth that re-enter the foster system and/or fall deeper into the juvenile justice system due to antisocial behaviors that could lead to higher levels of care, such as Camp Community Placement.

**a. Target Population and Theory of Change**

The target population will be approximately 150 Placement youth who are transitioning from out-of-home care back to their communities. FFT promotes behavioral change in the youth's home environment, using the strengths of each system (e.g., family, peers, school, neighborhood, and indigenous support network) to facilitate change. These outreach services have demonstrated significant outcomes in the areas of safety, well being, and permanency.

**b. Cost**

In FY 08-09, \$64,000 will be allocated for partial year funding of 5 Community Worker positions. In FY 09-10, \$256,000 for full-year funding of these 5 items, \$540,000 for six DPO positions, and \$164,000 for DMH contracted services will be allocated.

**c. Timeframe**

Initial Implementation: April 2009  
Full Implementation Completed by: April 2009

**d. Outcomes and Reinvestment Impact**

Outcomes

Expansion of FFT/MST will primarily focus on impacting timelier exits to permanency, well being, and safety.

Reinvestment Impact

It is anticipated that this program will support reduced timelines to family reunification. This will have an impact on the ability to realize reinvestments under the CADP.

## **2. Recruitment and Selection of Staff (Direct Services)**

Some staff are in place as this priority program was implemented in FY 07-08. For the new positions, once Board approval has been obtained, Probation will start recruitment efforts in February 2009 to allow sufficient time to ensure that the most qualified candidates can apply.

## **3. Pre-Service Training**

Probation provided pre-service training to all internal staff impacted by this initiative prior to implementation.

## **4. Decision Support Data Systems**

Departmental Information Services Bureau (ISB) and Placement Quality Assurance (QA) Operation staff will develop a data tracking system that will identify actual systematic enrollment recommendations to the Courts and actual enrollments realized. These data will assist in identifying any deviations from the projected benchmarks and will capture data that will assist in evaluating program performance.

## **5. Consultation**

The Director of the Placement QA Operation will provide regular feedback to all Placement Services Bureau managers and the Title IV-E Program Coordinator.

## **6. Performance Measurement**

To assist in both the achievement of outcomes and program evaluation, the following Performance Measures will be applied to this initiative:

- a. 95% of the Placement participants identified for monthly systematic program enrollments will receive services.
- b. 95% of eligible Placement youth identified for FFT enrollment will be returned to Court with a recommendation of Home on Probation with FFT services in lieu of continued out-of-home care by the DPO of Record.
- c. 95% adherence to FFT/MST program requirements that ensure program fidelity by contracted providers.
- d. 95% compliance by all contracted providers to all Performance Measures as outlined in the FFT/MST County contract.

## **7. Facilitative Administrative Support Needed**

Management data systems will be developed. Quality Assurance (QA) and Placement Administrative Operations impacted staff will receive training on data systems. Technical assistance will be obtained from the California Institute of Mental Health (CIMH).

## **B. Enhanced Cross-Systems Case Assessment and Case Planning**

### **1. Priority Initiative Description**

Waiver funding will be utilized to cover the increased costs for three Clinical Psychologists contracted with through the Department of Mental Health (DMH) to participate on the Cross-systems Case Assessment and Case Planning Team with three DPOs. This Team is charged with conducting cross-systems assessments for youth with a Suitable Placement court order, developing initial treatment plans for these youth, and identifying the most appropriate placement for all youth newly detained on a Suitable Placement court order.

The goal of the cross-systems assessment process is to provide information regarding mental health needs before the placement decision is made. The cross-system assessment is an evaluation of the youth's psycho-social functioning (DMH) and criminogenic needs and risks (Probation). DMH has conducted two collaborative studies with UCLA utilizing a highly structure diagnostic inventory, the Diagnostic Interview Schedule for Children (DISC). These studies provide baseline data for the incidence and prevalence of mental health problems in incarcerated youth in Los Angeles County. Placement youth are a subset of this population. Preliminary analysis of characteristics of placement youth indicates that they:

- Are slightly younger, with an average age of 15
- Have an average of 3 incarcerations
- Have an average of 1.8 placements
  - 59% = first placement
- Have a slightly lower incidence of disruptive behavior disorders than the overall population; this is the strongest predictor of length of time in placement
- Have a similar incidence of mood disorder
- Have the highest risk scores relative to all of the youth on juvenile supervision

This profile of youth entering care will help our staff to tailor treatment plans to better meet the needs of the youth and more appropriately match youth needs with group home providers.

Probation will enhance its placement case assessments and case planning process. Research on foster care youth illustrates a principal connection between events and outcomes. In simple terms, this connection can be expressed as follows:

- Youth in foster care often enter the system with mental health, medical, educational, and/or behavioral problems. Mental health and behavioral problems tend to create difficulties in a youth's placement, often leading to multiple placements. Multiple placements are proven to be detrimental to the youth's ability to achieve safety, well being, and permanency goals.
- Given the harm associated with multiple placements, Probation's enhanced cross-systems case assessment and planning will aid in connecting Probation youth with the most appropriate setting at the onset of their foster care experience, taking into account their mental health, educational, medical and behavioral issues.
- Cross-systems case assessments, case planning, and appropriate placement recommendations will be provided by DMH, contracted Education Specialists, and Probation. Each youth entering care will receive a formal assessment resulting in an individualized case plan and placement recommendation. Three DPO IIs will be assigned to this program and will provide case screening that will include review of juvenile arrest/Probation history, case documents and Los Angeles Risk and Resiliency Check Up (LARRC). They will provide the DMH staff and Education Specialists with their findings and case plan recommendations. The DMH staff and the contracted Education Specialists will be co-located in each of Probation's three Juvenile Halls. They will provide assessments and initial case planning within three to five days after the Suitable Placement Notification is received by the Placement Services Bureau. Their assessment will include Placement service/treatment needs. The DPOs will refer the youth to the most appropriate group home based on the Cross-Systems Assessment. Upon notification of acceptance, the DPOs will develop the Group Home Agreement Packet that will include the assessment and initial case plan prior to the youth's release to the group home. DPOs will provide Group Home Intake staff with the assessment and initial case plan at the time the Group Home Intake staff sign the required Placement acceptance paperwork.

Protocol will require teams to:

- Analyze and review specific documentation that captures educational, psychological, behavioral, and family dynamics that will drive the overall assessment;
- Develop an individualized initial case plan upon completion of the assessment. When possible, the team will include parents and relevant family members in the service and treatment planning;
- Link the level-of-care and treatment criteria to the assessment;

- Identify the most appropriate placement to best serve the needs of the youth and provide a placement recommendation;
- Furnish the out-of-home care provider with the initial case/treatment plan and assessment; and,
- Conduct and oversee coordination of placement from the Juvenile Hall setting by the Deputy Probation Officer (DPO) team member, as a final stage.

**a. Target Population and Theory of Change**

This initiative will target approximately 200 “new” Suitable Placement youth detained in Juvenile Hall, per month. The average monthly intake of “new” Suitable Placement cases for FY 06-07 was 200. Employment of a cross-systems case assessment and planning process will increase the likelihood of identifying best possible placements to respond to the varied needs of youth, thereby improving the chances of achieving safety, well being and permanency.

**b. Cost**

The cost for DMH staff will be \$196,000 in FY 08-09 and \$370,000 in FY 09-10. Funding for this program is currently within Probation’s existing budget.

**c. Timeframe**

|                                   |            |
|-----------------------------------|------------|
| Initial Implementation:           | April 2009 |
| Full Implementation Completed By: | April 2009 |

**d. Outcomes and Reinvestment Impact**

Outcomes

Enhanced Cross-Systems Case Assessment and Case Planning, at the onset, will:

- Increase appropriateness of placement decisions for all youth entering out-of-home care;

- Initiate the needed service collaboration between Probation, Group Home Provider, DMH and Education prior to the youth entering the group home;
- Provide an individualized initial case/treatment plan that will be effective at the onset of the youth's placement. This will reduce any delays in critical treatment provisions that often occur during the transition phase of removal from the home and placement into residential care. The treatment plan will be a starting point for the Supervision DPO, Group Home Provider, and the youth and family;
- Increase placement stability;
- Reduce the likelihood of future replacements through the securing of a treatment site that best meets the youth's needs; and,
- Fill the gap that is often experienced by both the Provider and Supervision DPO at the onset of placement episodes, as both agencies will have communicated with the Cross-Systems Assessment Team, and both agencies will enter into their supervision roles with a unified treatment plan that will be amended as the youth progresses through treatment.

Historically, in many of cases, out-of-home care treatment services focused on the symptom rather than the underlying cause due to a lack of knowledge and/or experience in a particular discipline. This resulted in failed treatment and additional harm to the youth. It is believed that if the youth receives an appropriate treatment plan that is developed at the onset of their placement experience the end product will be a treatment plan that spans the critical emotional, psychosocial, behavioral, and educational domains of the youth. This, paired with placement decisions that identify the most appropriate care facility that has the ability to address the individual needs of the youth, will result in the best outcomes and expedite the youth's return home.

Cases will be tracked in an effort to identify whether the following program assumptions hold true: 1) appropriate placements will result in reduced timelines to permanency; and, 2) finding appropriate placements at the onset will reduce the likelihood of replacements and AWOLs and increase both safety and well being.

### Reinvestment Impact

It is anticipated that this program will support reduced timelines to family reunification. This will have an impact on Probation's ability to realize reinvestments under the CADP, however, due to limited or unreliable baseline data, benchmark projections cannot be developed with any degree of certainty at this time.

The Placement Services Bureau will monitor placement data during FY 08-09 in an attempt to identify baseline data that will allow Probation to identify and support program

benchmark projections for the remainder of the CADP. Benchmark projections that Probation will focus on will include the effectiveness of treatment services provided in congregate care as evidenced by a reduction in Group Home Serious Incident Reports, reduction in the timelines for meeting treatment goals, and a reduction in average lengths of stay.

## **2. Recruitment and Selection of Staff (Direct Services)**

Once Board approval has been obtained, Probation will start recruitment efforts in February 2009 to allow sufficient time to ensure that the most qualified candidates can apply. Probation will work closely with DMH in an effort to expedite the internal procedures needed to secure qualified staff and overall program implementation. Probation will work closely with DMH and Supervision DPOs to ensure that the program is carried out and treatment plans are implemented at the onset of all placements. Additionally, ongoing stakeholder engagement will occur to identify needed program enhancements and obtain feedback regarding program outcomes throughout the CADP.

## **3. Pre-Service Training**

Probation will provide pre-service training to all internal staff prior to their reassignment in an effort to prepare them for what their job duties will entail and supply them with an overview of the challenges. Probation will provide staff with pre-service training prior to their participation in the program. Training will include scope of work, available treatment options, and a review of overall Probation Placement adopted supervision and treatment philosophies. All program staff will be trained in the principles of evidence based practices by Probation's contracted consultants, CIMH.

## **4. Decision Support Data Systems**

Departmental Information Services Bureau (ISB) and Placement Administrative Office staff will develop a data tracking system that will identify baseline data, which is needed to capture cost and reinvestment projections relating to this initiative. Additionally, these staff will capture the number of assessments conducted, initial case plans developed, as well as placement and replacement episodes. The data will assist in evaluating numerous Probation CADP efforts to include any deviations from benchmark projections, as well as, capture the performance measures outlined below.

## **5. In-Service Training, Consultation and Coaching**

The Director of the Placement Administrative Office and the Director of Placement Quality Assurance will provide regular feedback to all Placement Services Bureau managers and the Title IV-E Program Coordinator.

## **6. Performance Measurement**

Implementation will be measured by the following:

- a. 100% of detained youth with a “new” Suitable Placement court order will be assessed within three to five days from the submission of a Suitable Placement notice to the Placement Services Bureau.
- b. 100% of detained youth with a “new” Suitable Placement court order will have an initial case plan developed by the assessment team within three to five days from the submission of a Suitable Placement notice to the Placement Services Bureau.
- c. 100% of assessed youth will have their case plan submitted to the provider prior to or on the date of their placement.
- d. 90% adherence to program fidelity by all assessment team members.

It is anticipated that upon capturing baseline data, Probation will be able to identify a Performance Measure identifying a benchmark for the reduction of replacements.

## **7. Facilitative Administrative Support Needed**

Management data systems will be developed. Quality Assurance (QA) and Placement Administrative Operations impacted staff will receive training on data systems. Technical assistance will be obtained from ISB and the Title IV-E management team.

## **C. Prospective Authorization and Utilization Review Unit (PA/URU)**

### **1. Priority Initiative Description**

Probation has three successful evidence based programs that specifically target the juvenile justice population; FFT, FFP, and MST. Additionally, Probation also has promising programs, Wraparound Services and Family Preservation, which are designed to support the family. There are limits to both the availability and number of services for each of these valuable programs. To reduce the number of youth who are removed from their homes and placed in out-of-home care, the Probation Department has to strategically manage and disperse services in order to maximize outcomes and reduce our reliance on out-of-home care.

Probation will establish the PA/URU to assist in the decision making process to match youth and families with appropriate services. This unit will improve consistency in service utilization as referrals to services will be pre-approved, based on whether or not

a youth and family meet the specified focus for each service. The unit will be responsible for:

- Tracking available services by provider,
- Approving all Probation referral requests,
- Reviewing the use of each of these services at designated intervals to ensure that there is a systematic approach to the rationale that allows for extended services that may be required to obtain desired outcomes on a case by case basis, and
- Collecting, tracking, warehousing and analyzing data specific to each type of service to identify data trends and possible service outcomes.

This will improve the Department's ability to strategically:

- Manage available resources,
- Coordinate and standardize service access/management protocols and utilization review procedures,
- Maximize outreach and crisis interventions services to high risk and/or high need youth and families,
- Profile and track provider performance and youth and family progress,
- Provide a viable alternative to out-of-home care,
- Maximize the use of limited resources, and
- Track data trends based on standardized criteria.

#### **a. Target Population and Theory of Change**

This initiative will target all youth who are identified as possible candidates for service by the DPO of Record, and all youth who are being considered for out-of-home care, such as group home placement or Camp Community Placement. It is believed that this initiative will assist in matching youth and families to appropriate services, maximize outcomes, increase the number of youth who can remain in their homes, increase family functioning, and reduce the costs associated with out-of-home care.

#### **b. Cost**

The cost is \$127,000 in FY 08-09 for partial funding of 1 Probation Director, 1 Supervising DPO, and 3 Probation Program Analyst positions and \$513,000 in FY 09-10 for full-year funding of these items.

#### **c. Timeframe**

Initial Implementation: April 2009  
Full Implementation Completed By: July 2010 (This is contingent on having the unit staff hired and in place in April 2009)

#### **d. Outcomes and Reinvestment Impact**

##### Outcomes

The PA/URU, at the onset, will:

- Increase appropriateness of services;
- Increase outcomes;
- Increase management efficiency;
- Reduce the use of out-of-home care by securing a treatment site that best meets youth and family needs;
- Reduce the reliance on out-of-home care; and
- Reduce county spending.

Case recommendations and outreach service enrollments will be tracked in an effort to identify whether the aforementioned program assumptions hold true.

##### Reinvestment Impact

It is anticipated that this initiative will reduce the number of youth who will receive a Court Order of Placement and/or replacement and decrease the average length of stay in out-of-home care, therefore, increasing the number of youth who will experience timelier exits. This will have an impact on Probation's ability to realize reinvestments under the CADP, however, due to limited baseline data, benchmark projections cannot be developed with any degree of certainty at this time.

Placement Quality Assurance will monitor placement data during FY 08-09 and 09-10 in an attempt to identify baseline data that will allow Probation to identify and support program benchmark projections for the remainder of the CADP. Benchmark projections that Probation will focus on will include the number of youth that were considered for placement but remained in their homes, number and types of outreach services recommended and overall enrollments.

## **2. Recruitment and Selection of Staff (Direct Services)**

Once Board approval has been obtained, Probation will start recruitment efforts in February 2009 to allow sufficient time to insure that the most qualified candidates can apply.

### **3. Pre-Service Training**

Probation will provide pre-service training to all internal staff prior to their reassignment in an effort to prepare them for what their job duties will entail and supply them with an overview of the challenges. Probation will provide staff with pre-service training prior to their participation in the program. Training will include scope of work, available treatment options, and a review of overall Probation Placement adopted supervision and treatment philosophies. All program staff will be trained in the principles of evidence based practices by Probation's contracted consultants, CIMH.

### **4. Decision Support Data Systems**

Departmental Information Services Bureau (ISB) and the Placement Quality Assurance staff will develop a data tracking system that will identify baseline data, which is needed to capture the benchmark data. The data will assist in evaluating the performance measures outlined below.

### **5. In-Service Training, Consultation and Coaching**

The Director of Placement Quality Assurance will provide regular feedback to all Placement Services Bureau managers and the Title IV-E management staff.

### **6. Performance Measurement**

Implementation will be measured by the following:

- a. 85% use of available contracted outreach services.
- b. 90% adherence to program fidelity by all assessment team members.

It is anticipated that upon capturing baseline data, Probation will be able to identify additional Performance Measures to include identifying a benchmark for the reduction of placement orders.

### **7. Facilitative Administrative Support Needed**

Management data systems will be developed. Impacted staff will receive training on data systems that will be used by this unit. Technical assistance will be obtained from CIMH, ISB and the Title IV-E management team.

### **Next Sequence Probation Implementation Priorities**

Probation will analyze initiative outcomes prior to identifying additional efforts. Findings will dictate the need to modify, enhance, and/or terminate current efforts relating to these identified initiatives.