

Child Welfare Services Unit Trinity County Department of Health and Human Services 2020-2021 Strategic Plan



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Message from Elizabeth (Liz) Hamilton, DHHS Director







The Child Welfare Strategic Improvement Plan is an important tool meant to direct our focus on common objectives and priorities; imploring us to find collaborative, methodical, and efficient means to address barriers and to improve services for the betterment of vulnerable children and families. Commitment to professional development, intentionality and compassion are also key strategies aimed at impacting long-term, meaningful change. As our team navigates through familial and administrative challenges, my hope is that you marvel at the strength and creative ingenuity of frontier county social work practice and the power of family engagement to

develop solutions and improve the child welfare system at its core. Remember to breath and reminisce on collective and individual successes to be renewed in your profession. You are impacting a generation. I appreciate everyone who participated in the intricate process of bringing focus to our mission. We are creating a healthy, safe and thriving community.

Thank you again for all you do to support CWS and serve the community.

Elizabeth (Liz) Hamilton
Director of Health and Human Services

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Executive Summary

Mario Angelone, CWS Unit Program Manager I



The *CWS 2021 Strategic Plan* is created by the Child Welfare Services, a unit within Trinity County's Health and Human Services to support HHS's quality assurance efforts and the California's Department of Social Service (CDSS) continuous quality improvement requirements and initiatives. This strategic plan is created to also assess CWS's performance in operating programs, services, and activities to assist reducing abuse and neglect in children and youth within the County under California Welfare and Institutions Codes Welfare and

Institutions Codes. The present plan, 2020-2021 CWS Strategic Plan, is the 1st strategic report for the unit.

The strategic plan provides information on internal and external goals as well as strategic performances of individual programs, services, and activities in servicing children and families. Prior to this first strategic plan, the CWS within HHS identified goals and outcome measures in the annual System Improvement Plan (SIP) submitted to the California Department of Social Services in consultation with parents, education partners, and public and appointed officials, and CWS staff.

The strategic priorities and goals reflect a consensus of these groups regarding important outcome measures and systemic factors important to child welfare practice and theory.¹ The following four strategic priorities were established by a committee of CWS management, leadership and staff:



Strategic Priority 1: Excellent Customer Service



Strategic Priority 2: Safety, Permanency and Well-Being for Children



Strategic Priority 3: Employee Engagement & Development



Strategic Priority 4: Organizational, Efficiency & Effectiveness

Within these four goals areas are fifteen strategic objectives and twenty-two performance measures, both short- and long-term. This plan represents CWS's commitment to efficient, effective and innovative public services for all of Trinity County.

¹ January 2020 Q3: Data as provided by County budget document archived reports;

<https://www.trinitycounty.org/sites/default/files/Auditor/2020%20Trinity%20County%20CAFR%20-%20Signed.pdf>

Trinity County Child Welfare Services

Vision Statement

The Goal of the Child Welfare Services is to keep children safe and preserve families.

Mission Statement

The goal of this agency is to encourage self-sufficiency by administering the highest level of services in a manner that is consistent with local, federal and state guidelines. We facilitate this process by placing people first, in an effort to promote the health and well-being of those who seek our services.

CWS Staff Mission Statement

“To inspire the protection of children and youth within our communities.”

Our Values

- Respect & Integrity
- Professionalism
- Staff Development
- Team Work
- Efficiency

The County of Trinity

Trinity County is located in Northern California, which is often referred to as the Emerald Triangle. The County is the eighteenth largest county in California by square miles at 3,179. The County is the fifty-fifth most populous in the State at an estimated 13,354 residents.² The County has a population density of 3.99 individuals per square miles resulting in a designation as a frontier county. The County seat is located in Weaverville, California, an unincorporated community within the County. The County has no incorporated municipalities or townships and is governed by the five member Trinity County Board of Supervisors (BOS) supported by the County Administrative Officer (CAO) and the elected Auditor-Controller.

In addition to the development of a strategic plan, CWS is also responsible for creating a five-year System Improvement Plan for delivering programs and services to children and families within Trinity County under the guidance of the California Children and Family System Review (C-CFSR). The C-CFSR is a cyclical process involving the identification and analysis of current systems, implementation of system improvement strategies, and ongoing evaluation and revision of those strategies. This active process is repeated continuously to meet the changing needs of the system

² January 2020 Q3: Data as provided by County budget document archived reports;

<https://www.trinitycounty.org/sites/default/files/Auditor/2020%20Trinity%20County%20CAFR%20-%20Signed.pdf>

over time and promotes the philosophy of continuous quality improvement (CQI) and quality assurance (QA). Research notes that organizations that employ CQI and QA methods, are more likely to achieve positive outcomes for children and families.³ Components of the C-CFSR process include a Peer Review, County Self-Assessment (CSA), and the System Improvement Plan with subsequent annual progress reports.

The California Child Welfare and Accountability Act of 2001 (AB636) was designed improve outcomes for families and children in the child welfare system. The SIP Annual Progress Reports are required by AB636 and are created from the five-year Community Self-Assessment (CSA) plan as well as the C-CFSR. As part of the C-CFSR process, County child welfare and probation departments submit an annual progress report, reviewing current outcome data measures and providing an analysis of their comparison to the baseline data contained in the County Self-Assessment (CSA). The progress report also reviews progress made towards achieving strategic goals outlined in the SIP Chart (Appendix 1).

CWS Unit Overview

The Child Welfare Services Unit (CWS) is an integrated unit with a robust network of programs, services, and activities serving all residents of the County. CWS programs are developed around children, youth and families' Safety, Permanency, and Well-being to provide services across the County and within isolated communities in the area. The programs and services provided by CWS include but are not limited to:

Reporting Suspected Child Abuse: Mandated reporters and members of the public who are concerned about suspected child abuse or neglect can make reports to the local Child Welfare Services office at the **24-Hour Crisis number**, (530) 623-1314.

Family Supportive Services: CWS works with families in several capacities, either voluntary or court ordered. Family supportive services covers a variety of services and links to resources that help families meet their needs and build skills to help them successfully parent their children and meet the needs of their families.

Transitional Services for Foster Youth: There are a variety of services available to youth who are in foster care from age 16 and up, including some services for youth as they age out of foster care and beyond, transitioning to independence.

Foster and Relative Care: Foster Care providers are a key part of supporting families involved with the Child Welfare system. There is a demand for local care providers, both foster care and relative caregivers, for our community.

Prevention: In addition to the direct prevention services that Child Welfare Services offers local

³ Poister, Theodore, H. Measuring Performance in Public and Nonprofit Organizations. John Wiley & Son, San Francisco, 2003.

families, there are an array of other prevention activities and resources available to families and organizations.

Strategic Framework and Alignment

The CWS unit supports the Department of Health and Human Services principal goal “to encourage self-sufficiency by administering the highest level of services in a manner that is consistent with federal and state guidelines.”

Budget Opportunities and Challenges

In 2020, Californians faced the public health crises COVID-19 and resultant economic fallout of high unemployment for millions of Americans. In March 2020, Governor announced a shelter-in-place order related to potential impacts from COVID-19, on March 18, 2020. This order was later followed by the shelter-in-place order of the Trinity County Health Officer. In April 2020, more than 26 million Americans filed new claims for unemployment benefits during COVID-19. The burden on local revenues has been immense from the spread of COVID-19 with the loss of jobs and closing of long-time businesses to county revenues.


In 2021-2022, Trinity County, as with many California counties, is expected to face budget headwinds in serving its residents. Additional cuts to County resources also may come from the state. CWS will face the current public health crisis and economic issues through its management of performance measures. Indeed, the first of its kind plan within DHSS, the *Child Welfare System 2020-2021 Strategic Plan* (CWS Plan) and subsequent operational plans. The Plan will contain four goals and fifteen strategic objectives measured through the implementation of an evidence-based pilot performance management system, continuous quality improvement processes, quality assurance and refinement evidence-informed practices.

The Plan

A principal aim of the *CWS 2020-2021 Strategic Plan* was to create a set of collaborative relationships with stakeholders and community-based organizations to deliver evidence-informed and evidence-based practices. This document serves as a step to focus the unit’s resources efficiently, effectively, and equitably across Trinity County. The Plan is all about moving the unit from where we are today to where we want to be in the future. In fact, using themes in the Results-Based Accountability tradition, the strategic work of CWS is expected to “Turn-the-Curve” in working with children and families.

This first plan is the result of a strategic planning process that started in January 2021 and completed in March of 2021. The plan allowed input from management, leaders, social work supervisors, social workers, foster care nurse, and support staff. Along with each goal area, the unit developed performance measures and quality improvement efforts across selected programs and services while keeping in mind alignment with the goals of Trinity County DHSS in figure 1.1.

Figure 1.2.

| Trinity County DHHS Goal | | | |
|---|---|--|--|
| “to encourage self-sufficiency by administering the highest level of services in a manner that is consistent with federal and state guidelines.” | | | |
|  Supports | | | |
| CWS 2020-2021 Strategic Plan Goals | | | |
| Excellent Customer Service | Safety, Permanency & Well-being for Children | Employee Engagement & Development | Organizational Efficiency, Effectiveness & Innovation |

Aiming, Monitoring & Evaluating

In order to accomplish the mission and vision of the department, the CWS has established four goals along with strategic objectives that align with DHSS. This document serves as a step to focus the department resources efficiently, effectively, and equitably across Trinity County. Each of the four CWS goals (Figure 1.3) are broad statements of hope and aspiration, which serves as a main focus for the strategic objectives selected throughout the plan (Figure 1.4).

Figure 1.3

| CWS 2021-2022 Strategic Plan Priorities | | | |
|--|--|--|---|
| Excellent Customer Service  | Safety, Permanency & Well-Being for Children  | Employee Engagement & Development  | Organizational Efficiency, Effectiveness & Innovation  |

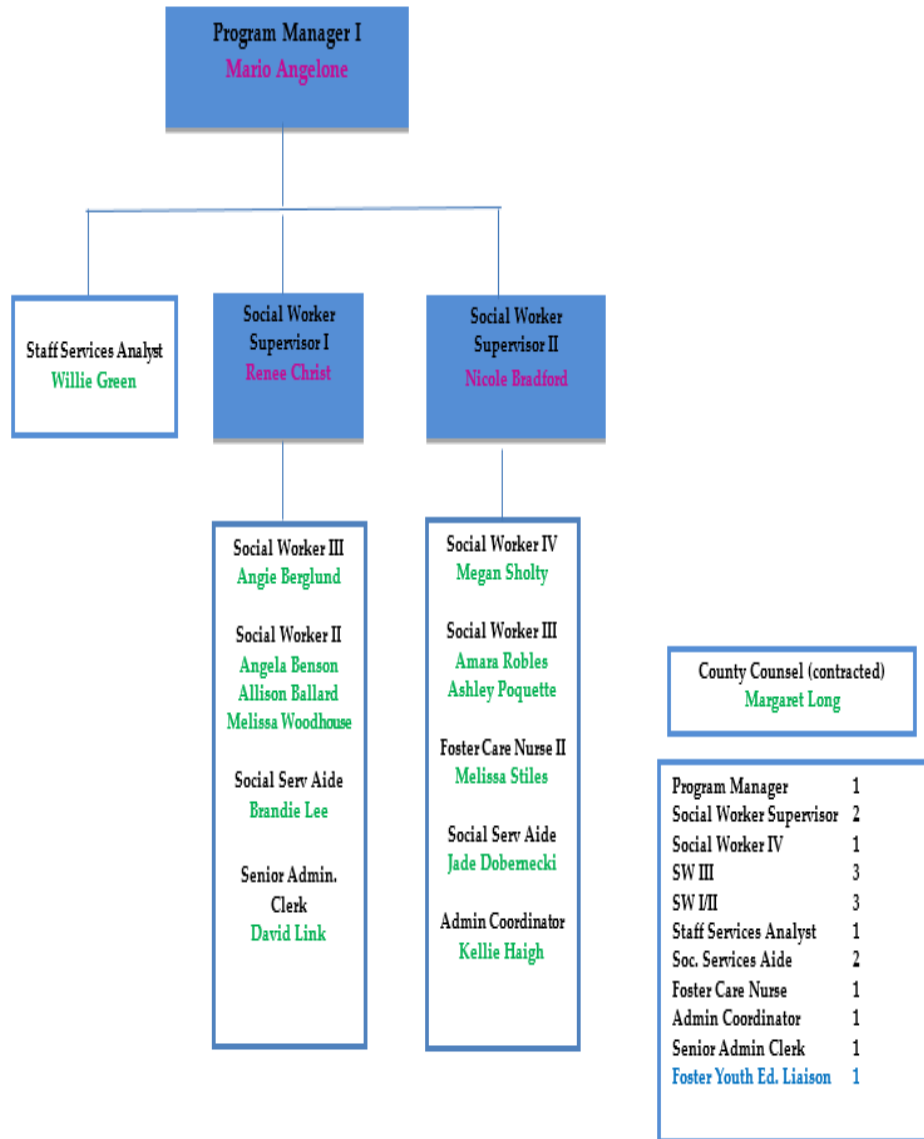
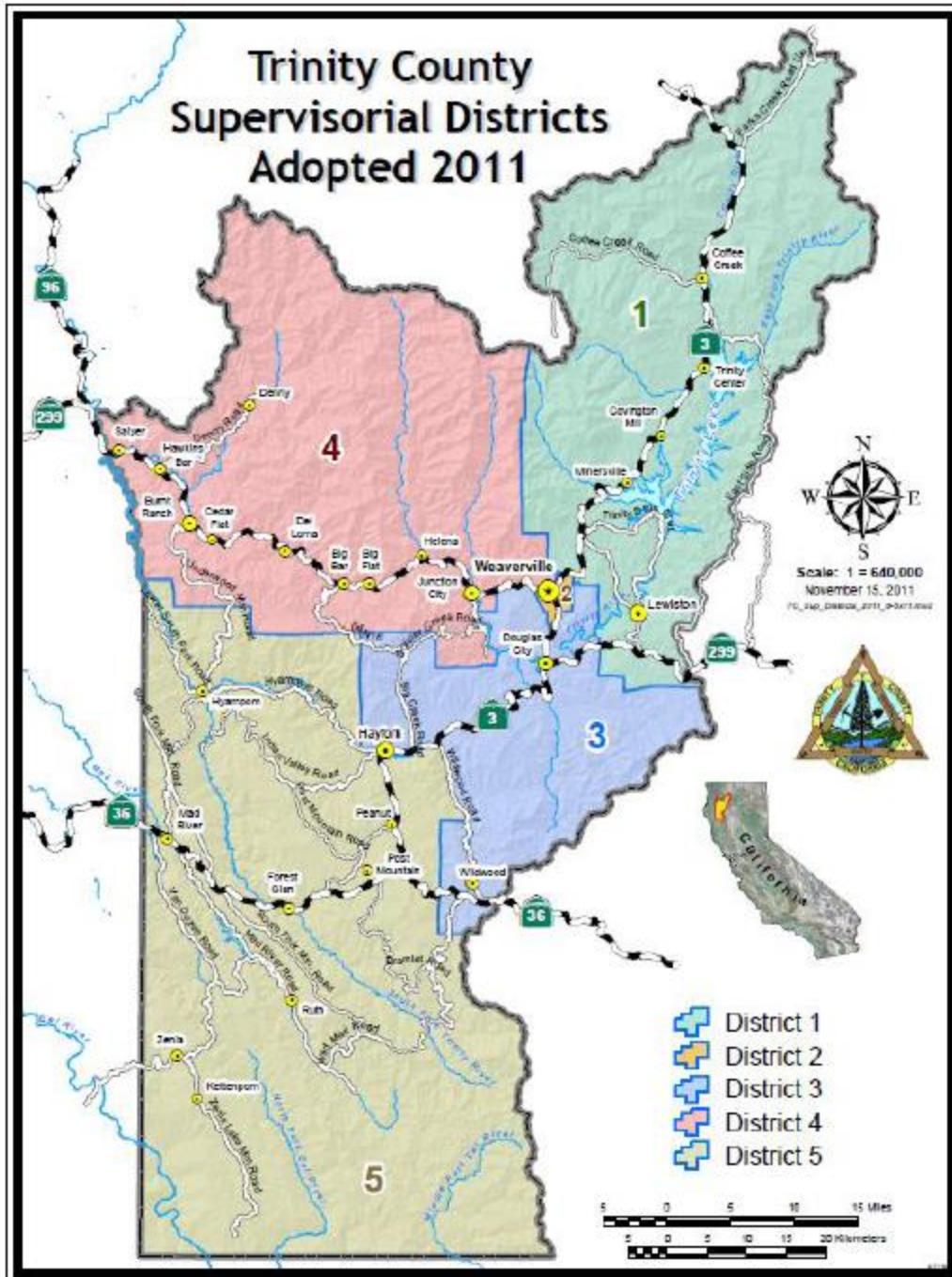


FIGURE 3: TRINITY COUNTY POLITICAL JURISDICTIONS – SUPERVISORIAL DISTRICTS⁸⁹



Strategic Priority 1: Excellent Customer Service

| Strategy Goal 1.1: Ensure every staff person has the tools and training required to support CWS children, families, and communities. | <input type="checkbox"/> Evidence-Based Practice | Applicable Strategic Priority (ies): Ensure Excellent Customer Service; Enhance Community Engagement; Organizational Efficiency, Effectiveness & Innovation. | |
|--|--|--|--|
| | <input type="checkbox"/> Evidence-Informed Practice | | |
| | <input type="checkbox"/> Low, Medium, or High (CEBC) | | |
| Strategy Goal 1.2: Improve case plan success of CWS clients by addressing geographic disproportionality in programs and services. | <input checked="" type="checkbox"/> N/A | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| Action Steps | Plan Dates Performance Measurement | | Person Responsible |
| A. Develop a list of drug and follicle testing organizations within the city of Redding, CA. A. Develop a list of drug and follicle testing organizations within the city of Redding, CA. | Short-term Indicator: By 03/31/21, 1 contract for services to test drug and hair follicles will be executed for provisions in Shasta County. Long-term Indicator: By 05/31/21, contracts for services to test drug and hair follicles in Redding, CA will increase from 1 to 2. | | CWS Program Manager I CWS Social Work Supervisors I/II CWS Staff Services Analyst II |
| A. Ensure that all staff person receives mandated training for achieving positive outcomes for children and families. | Implementation: 01/01/21 Completion: 06/30/21 | By May 31, 2021, all social workers will completed the 20 hours of CA mandated training from UC Berkley. | |
| B. Ensure that all foster children and youth receive a medical visit upon being referred to the Foster Care Nurse. | Short-term Indicator: By 03/31/21, 1 contract for services to test drug and hair follicles will be executed for provisions in Shasta County. Long-term Indicator: By 05/31/21, contracts for services to test drug and hair follicles in Redding, CA will increase from 1 to 2. | | CWS Program Manager I CWS Foster Care Nurse II CWS Staff Services Analyst II |
| C. Ensure that all foster children and youth psychotropic medication prescriptions for foster care clients are reviewed and documented within CWS/CMS. | Implementation: 01/01/21 Completion: 06/31/21 | By May 31, 2021, increase the number of CWS contracted drug and follicle testing providers within Shasta County from 0 to 1. | CWS Program Manager I CWS Analyst Staff Services Analyst II |

Strategic Goal 2: Safety, Permanency & Well-Being for Children

| Strategy Goal 2: Establish consistent CWS practices County-wide regarding children, youth, and non-minor Safety, Permanency, and Well-being. | <input type="checkbox"/> Evidence-Based Practice | Applicable Strategic Priority(ies): Ensure Excellent Customer Service; Enhance Community Engagement; Encourage Employee Engagement; Promote Operational Innovation. | |
|---|--|---|--|
| | <input type="checkbox"/> Evidence-Informed Practice | | |
| | <input type="checkbox"/> Low, Medium, or High (CEBC) | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| | <input checked="" type="checkbox"/> N/A | | |
| Action Steps | Plan Dates | Performance Measurement | Person Responsible |
| A. Ensure that all foster children and youth receive a dental, medical, and psychotropic medication evaluations as needed. | Short-term Indicator: By 03/31/21, ensure that 100% of foster care youth and children records are up-to-date. Long-term Indicator: By 05/31/21, Ensure that Health Care Program for Foster Children in Foster Care (HCPCFC) is on HHS or CWS Internet page and found by Google. | | CWS Program Manager I CWS Foster Care Nurse II CWS Staff Services Analyst II |
| B. Evaluate the effectiveness of Differential Response Path I, II, III, and IV upon geographically isolated families. C. Ensure that referred DR families are contacted by a Social Services Aide within 10 business days of referral. | Short-term Indicator: By 03/31/21, ensure that 100% of foster care youth and children records are up-to-date. Long-term Indicator: By 05/31/21, Ensure that Health Care Program for Foster Children in Foster Care (HCPCFC) is on HHS or CWS Internet page and found by Google. | | CWS Program Manager I CWS Foster Care Nurse II CWS Analyst Staff Services Analyst II |
| C. Ensure that contact placement list for foster care youth are up-to-date. | Short-term Indicator: By 03/31/21, ensure that the foster care placement contact list is revised and up quarterly. Long-term Indicator: By 05/31/21, | | CWS Program Manager I CWS Foster Care Nurse II CWS Analyst Staff Services Analyst II |

Strategic Goal 3: Employee Engagement & Development

| Strategy Objective 3.1: Establish annual employee job satisfaction survey. | <input type="checkbox"/> Evidence-Based Practice | Applicable Strategic Priority(ies): Ensure Excellent Customer Service; Enhance Community Engagement; Encourage Employee Engagement; Promote Operational Innovation. | |
|---|--|---|--|
| Strategy Objective 3.2: Create at a Workforce Development Plan. | <input type="checkbox"/> Evidence-Informed Practice | | |
| | <input type="checkbox"/> Low, Medium, or High (CEBC) | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| | <input checked="" type="checkbox"/> N/A | | |
| Action Steps | Plan Dates Performance Measurement | | Person Responsible |
| A Conduct a baseline employee engagement survey of staff regarding their views, opinions, and knowledge of CW operations. | Short-term Indicator: By 03/31/21, create a team from CWS staff to develop survey questions. Long-term Indicator: By 05/31/21, staff knowledge and behaviors of evidence-based and evidence-informed will be demonstrated by collaborating with community-based organization. | | CWS Program Manager I CWS Analyst Staff Services Analyst II |
| B. Conduct a unit assessment of the workforce, analyze the data, and write a report. data. | Short-term Indicator: By 03/31/21, 75% of staff would have participate in the needs assessment. Long-term Indicator: By 05/31/21, staff will gain knowledge and appreciate the budget process for hiring additional staff. | | CWS Program Manager I CWS Foster Care Nurse II CWS Analyst Staff Services Analyst II |
| C. Ensure that all staff have an opportunity to contribute to and review new policies and procedure changes before being implemented to address behaviors, attitudes, skills, & knowledge (BASK) to meet CWS. | Short-term Indicator: By 05/31/2021, 75% of respondents will note that they are “Satisfied,” or “Very Satisfied” with their job. Long-term Indicator: By 05/31/2021, 75% of respondents will note that they are “Satisfied,” or “Very Satisfied” with their job. | | CWS Program Manager I CWS Analyst Staff Services Analyst II |
| D. Ensure that Gallup StrengthsFinders is promoted within the unit at 3 staff meetings. | Short-term Indicator: Ensure that Gallup StrengthsFinders is promoted within the unit at CWS unit meetings. Long-term Indicator: By 05/31/2021, at least 1 CWS staff will be a Gallup Strengths Finder Coach. | | CWS Program Manager I CWS Social Worker Supervisors I/II |

Strategic Goal 4: Organizational Efficiency, Effectiveness & Innovation

| Strategic Objective 4.1: Ensure that at least 1 staff person per year receives training in a class that has at least a Medium rating if not evidence-based rating with the CEBC of California. | <input type="checkbox"/> Evidence-Based Practice | Applicable Strategic Priority: Ensure Excellent Customer Service; Enhance Community Engagement; Encourage Employee Engagement; Promote Operational Innovation. | |
|---|--|--|--------------------|
| | <input type="checkbox"/> Evidence-Informed Practice | | |
| Strategic Objective 4.2: Create multi-media projects to deliver program overview & staff orientations. Ensure that at least 1 staff person per year receives training in a class that has at least a Medium rating if not evidence-based rating with the CEBC of California. | <input type="checkbox"/> Low, Medium, or High (CEBC) | Strategic Goal 1: Promote evidence-based and evidence-informed practices within CWS and Trinity County. | |
| | <input checked="" type="checkbox"/> Not Applicable | | |
| Action Steps | Plan Dates | Performance Measurement | Person Responsible |
| A. Provide at least 1 staff with opportunities to receive training in a Medium rated or evidence-based class in California. | Short-term Indicator: By 03/31/21, Number of Medium or evidence-based training received by 1 CWS staff. Long-term Indicator: By 05/31/21, staff knowledge and behaviors of evidence-based and evidence-informed will be demonstrated by collaborating with community-based organization. | CWS Program Manager I CWS Staff Services Analyst II | |
| B. Utilize the www.cebc4cw.org to identify training Develop a tracking system for collecting and analyzing longitudinal data for 1 CWS program. California Evidence-Based Clearinghouse for CWP) | Short-term Indicator: By 03/31/21, Number of training identified on www.cebc4cw.org . Long-term Indicator: By 05/31/21, staff knowledge and behaviors of evidence-based and evidence-informed will be demonstrated in staff reports. | CWS Program Manager I CWS Staff Services Analyst II | |
| C. Submit and develop tracking systems for programs, services, and activities to ensure quality assurance (QA) and continuous quality improvement (CQI). | Short-term Indicator: By 03/31/21, staff perceptions and beliefs about resource families' skills in helping children should increase. Long-term Indicator: By 05/31/21, staff knowledge and behaviors regarding QA and CQI should maintain from base findings in reframing practices with foster parents as key partners. | CWS Program Manager I CWS Staff Services Analyst II | |
| D. Research and discuss evidence-based practices (e.g., Quality Parenting Initiative, QPI) with staff for implementation in reframing foster care with foster parents as key partners. Current studies show improvements in caregiver behaviors and cost savings to CWS. | Short-term Indicator: By 03/31/21, staff perceptions and beliefs about resource families' skills in helping children should increase. Long-term Indicator: By 05/31/21, staff knowledge and behaviors regarding QA and CQI should maintain from base findings in reframing practices with foster parents as key partners. | CWS Program Manager I CWS All Staff | |

Appendix B

