## GOAL: Clear and Regular Communication with Internal and External Stakeholders

**Values:** Honesty, Transparency & Trust; Accountability & Results; Community & Collaboration; Safety

**Themes:** #1; #4; #5

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| Department Mission will clearly reflect current values and principles. | ● Develop and clarify a new DFCS Mission Statement with involvement of internal and external stakeholders. Development will include Core Department Values.  
● Youth/Parent/Family/Community Voice will be reflected in the Mission and a key component of any policy or practice change development.  
● Make the Mission Statement highly visible through posters, communication materials and on the intranet.  
● Develop a process to check for alignment of all new projects, initiatives, policies and processes with the Mission as well as for periodic re-assessment of the Mission for current relevancy.  
● Infuse Mission into DFCS culture, training and interactions with stakeholders.  
● Policy and Practice Guides will reflect the Mission and will be used as guides, with flexibility for critical thinking. | • | • |
| Internal and external stakeholders will be familiar and involved with current direction of DFCS initiatives, policies and processes. | ● Twice yearly “State of the Department” meetings held by the DFCS Director for broad updates for internal and external stakeholders.  
● Regular communication with all Employee Committees, as well as support for the Coalition for Effective Services.  
● Regular updates of current projects and data on the intranet.  
● Data and best practice highlights featuring successes and Social Workers in DFCS.  
● Data discussion groups/brown bags. | • | • |

11/2/11
### GOAL: Shared Responsibility for Decisions

Values: The Power of Family; Healing; Community & Collaboration; Honesty, Transparency & Trust; Safety; Fairness & Equity; Empowerment; Accountability & Results

#### Themes: #1; #2; #3; #4; #5

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| DFCS Directors, Managers, Supervisors and Line Staff work as a Team in sharing information, knowledge, resources, and responsibility for case decisions and directions. All Staff will be encouraged and supported to use input and information from others to alter directions and decisions on cases. | • Regular case reviews and feedback by Supervisors, Managers, Directors & Quality Improvement staff.  
  • Develop peer to peer case presentation and discussion venues.  
  • Provide Leadership team building and support to Managers and Supervisors.  
  • Implement a Reflective Practice & Supervision and coaching model of supervision for DFCS.  
  • Create a standardized structure for staffing and reviews.  
  • Incorporate family voice in the case reviews and shared responsibility through teaming.  
  • Inform system partners of our new model, such as Court, and encourage their support.  
  • Develop fidelity assessment protocols to support, coach and create accountability to DFCS Mission, policies, and cultural competency in practice with families.  
  • Documentation will be regularly evaluated for accuracy, respect, and reflection of the youth/parent/family voice.  
  • Caregivers will be utilized as team members and communicated with regularly.  
  • Initiate practices and strategies that create partnerships between parents and caretakers.  
  • Parent signatures and input will be included on Concurrent Planning form.  
  • Encourage and support staff members across the | • | • |
| Practice with families will show fidelity to the DFCS Mission.              |                                                                                                                                                                                                                                                                                                                                                     |      |           |
| Department to improve their advocacy for children and families. |  |  |

Considered
## GOAL: Family and Community Focused Interactions

**Values:** The Power of Family; Healing; Community & Collaboration; Honesty, Transparency & Trust; Safety; Fairness & Equity; Empowerment; Accountability & Results

**Themes:** #1; #2; #3; #4; #5

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| Increased stakeholder engagement that facilitates authentic and meaningful community involvement and input. | • Engage broader community, with the assistance of a consultant/community organizer.  
• Continued and increased support of the Youth Voice to vet DFCS initiatives and policies.  
• Creation and support of Biological Parent, Caregiver (relative and foster), and Community Advisory Boards. | ● | ● |
| Increased meaningful engagement of youth, parents, extended family, and community. | • Increased focus in risk & safety assessments on entire family and community level support, with emphasis on strengths and protective factors and capacities.  
• Assessment of the entire family system for support that includes, but goes beyond, placement. Support the value of family committing to family. Include this discussion in Joint Decision Making meetings.  
• Implementation of the action plan from the Fatherhood Initiative to increase father and paternal family engagement.  
• Discussion of permanency options at every MY TIME meeting.  
• Review DFCS protocols for relative placement exemptions for any barriers within our control. Advocate for changes at the State and Federal levels that are more supportive of families’ real life situations. | ● | ● |
| The impact of trauma on all levels (historical, personal, and System created) will be considered | • Kin and foster caregivers will receive training and support about the impact of trauma on the behavior of children and youth in their care, as well as their own trauma as | | |

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<td>- Initial assessment tools and other documentation will contain information and inquiry into trauma/grief/loss.</td>
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<td>- DFCS staff will continue to receive training and coaching on recognizing and attending to the trauma of those involved in the child welfare system.</td>
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<td>- Create plan to recognize, address and support staff around the secondary trauma experienced by child welfare workers.</td>
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# GOAL: Equity in Outcomes

Values: Community & Collaboration; Honesty, Transparency & Trust; Safety; Fairness & Equity; Accountability & Results

## Themes: #1; #5

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| Improve access to services and quality of services for families. | • Create a community partnership network to better access and assess community-based and culturally appropriate services for families and to continually assess those services and advocate to fill identified service gaps.  
• Establish up-to-date and easily accessible resource guides all staff can access as needed. Include culturally and community specific resources.  
• Standardize referral processes to resources, such as CalWORKS, Parent Mentors and Path IV support.                                                                                                                                                                                                                         |      |           |
| Continue to track and evaluate outcomes and use this information in DFCS decisions consistent with Communication Goal. | • Ongoing use of focus groups and other client feedback, such as surveys, to assess quality of work.  
• Continued reporting of outcomes by ethnicity and other demographics.  
• Data tracking and communication will include recognition for good work and improvements.  
• Continued and increasing use of technology supports in practice, evaluation and feedback.  
• Infuse institutional knowledge across the Department to decrease the development of practice silos.  
• Create feedback loops through Implementation Science activities to identify and elevate identified barriers to good practice.                                                                                                                                                                      |      |           |