



Family and Children's Services Strategic Plan

FISCAL YEAR 2024 - 2028



June 2024



SAN FRANCISCO
HUMAN SERVICES AGENCY



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Letter from our Leadership

Dear Colleagues, Partners, and Stakeholders,

We are excited to share the San Francisco Human Services Agency's Family and Children's Services (FCS) three-year division plan for fiscal years 2024-25 through 2027-28. This plan focuses on aligning the time, resources, and investments of FCS's work over the next several years with the [Agency's overarching strategic goals](#):

1. Equity, inclusion, and accessibility
2. Strong workforce and collaboration
3. Employment and economic security
4. Health and well-being
5. Safety and care

This plan also includes FCS's division-wide program initiatives that center on advancing workforce health, diversity, equity, inclusion and belonging, continuous improvement, and partnerships – all while lifting up the following values:

- Exploring partnership and collaborations with families and partners
- Making data informed decisions
- Communicating clearly and transparently
- Upholding honesty, compassion, integrity and respect for each individual
- Delivering quality response and service
- Respecting cultural and ethnic diversity
- Recognizing employee contributions
- Advancing efficiency and fiscal responsibility

With our staff, partners, community, and clients, we strive to foster safe, thriving, and lasting homes driven by practices rooted in compassion, racial equity, inclusion, and informed decision-making based on data and evidence. We are committed to safeguarding children, ensuring child permanency, and enhancing the quality of family life through meaningful and collaborative partnerships with families and the community.

In partnership,



Trent Rhorer,
Executive
Director,
San Francisco
Human Services
Agency

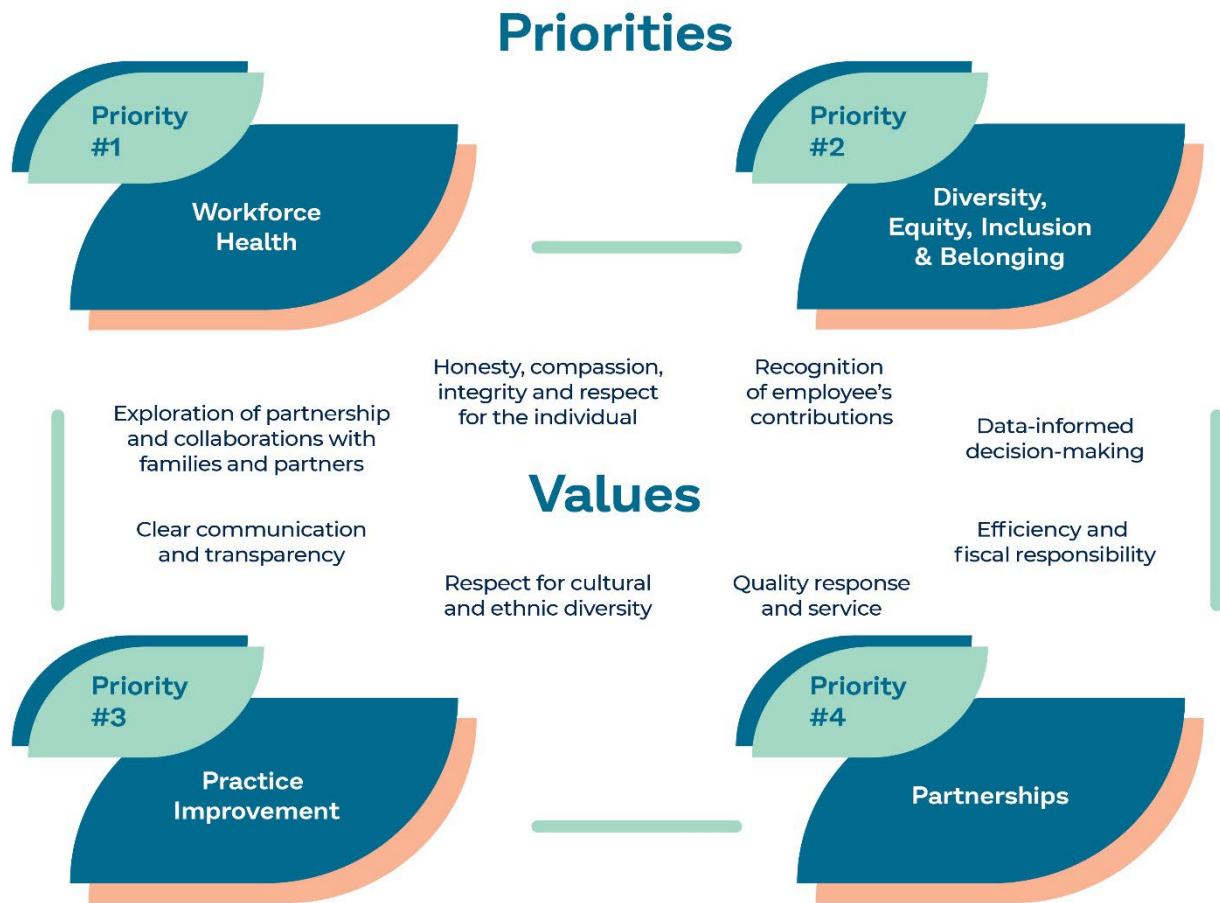


Joan Miller,
Deputy Director,
Family and
Children's
Services

Mission Statement, Values, and Priorities

Mission

To keep children safe, ensure child permanency, and improve families' quality of life, in partnership with families and community.



FCS's Priorities

Priority # 1: Workforce Health

Create a workplace that inspires job-seekers to choose SFHSA as a place to grow their careers as effective child welfare professionals and actively contribute to the dynamic changes in the profession.

STRATEGIES

- Increase retention of staff
- Increase recruitment of staff
- Create a safe and trauma-responsive workplace
- Ensure that employees are adequately prepared to take on the work that we do



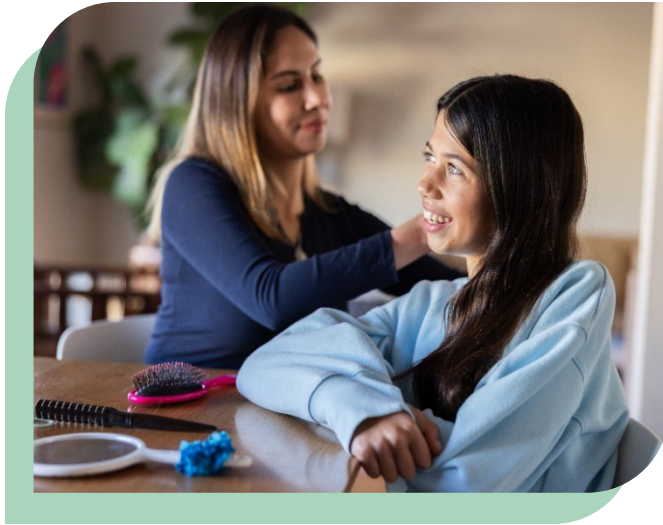
INITIATIVES

- **Supervisor Learning Collaborative:** FCS values the role of the supervisors in child welfare and acknowledges that learning continues beyond becoming a supervisor. The Child Welfare Supervisor Learning Collaborative will give supervisors a dedicated space to share best practices, acquire new tools and techniques, and foster a culture of continuous learning and growth. By prioritizing quality supervision, we aim to cultivate a supportive environment that promotes the development and retention of social workers, ultimately improving the outcomes of our services.
- **Reflective Leadership:** The Reflective Leadership initiative will introduce ways to address secondary trauma and enhance workforce sustainability within child welfare in San Francisco. By fostering a supportive and resilient workforce, families will be able to receive compassionate and competent quality services.



Looking Ahead

FCS will explore, research and implement initiatives directly impacting retention and recruitment of child welfare professionals, positioning SFHSA as the place where child welfare professionals can develop and grow their careers. Our goal is to ensure that our workforce feels prepared and supported, enabling them to provide children with safety, well-being and permanency.



Priority #2: Diversity, Equity, Inclusion and Belonging

Lead an internal, ongoing cultural transformation aimed at fostering a more inclusive environment for both our workforce and clients. Define and implement formal educational initiatives and programs that directly address personal and professional biases while championing diversity, equity, and inclusion, and prioritizing, addressing, and remediating racial inequity issues within the Agency.

STRATEGIES

- Clarify FCS' goals and objectives for diversity, equity, inclusion and belonging
- Create consistency for safety plans across key demographics
- Take an honest look at biases and the impact on clients
- Develop and deliver prevention services in neighborhoods and communities to address disproportionality of Black and Latinx children served by FCS
- Create better awareness about disproportionality with staff and external partners

INITIATIVES

- **Disproportionality Dashboard:** FCS aims to address disproportionality and disparity in the child welfare system by understanding factors that influence biases and inequities, such as race, ethnicity, and experiences about the populations that come into the child welfare system. This includes examining why they enter the system, how long they stay, and the time until they receive permanency. By having a deeper understanding of our data, we can determine if SFHSA's policies or practices contribute to the disproportionate number of children of color, specifically African American, Native American/Alaska Natives, and Latinx children/youth, entering the child welfare system.
- **Families First Prevention Services Act (FFPSA) Implementation:** Through close collaboration with our partners, we aim to strengthen families by keeping at-risk children and youth safely at home and provide evidence-based services to families in need, such as substance use, mental health, or parenting support, and other services. By connecting with families in need through the Hotline and community providers/family resource centers, we can cultivate community and agency pathways for engagement, offer case management support, and provide help before crises occur.



Looking Ahead

FCS will continue to strengthen families through evidence-based services, with hopes to see improvements reflected in the Disproportionality Dashboard as a transparent reflection of our efforts to address disproportionality.

Priority #3: Practice Improvement

Be an organization that systematically prioritizes safety through a trauma-informed perspective and utilizes practices based on evidence and data analysis.

STRATEGIES

- Identify trends and future process improvements by leveraging the Safety and Permanency Dashboards
- Specifically address Intimate Partner Violence issues by using Safety Organized Practice tools and practices to improve implementation of practice
- Establish prevention services as a system to prevent entry of youth into the system



INITIATIVES

- **From Recommendations to Engaged Transformation (FRONT) Group:** This collaborative effort involves staff at the Child Abuse Hotline and in Emergency Response to strategically enhance and streamline investigation systems, improving outcomes for children and families that are served. Through collaboration among stakeholders and identifying enhancements in service delivery processes, the FRONT Group will cultivate and demonstrate a culture of continuous improvement.



- **Permanency Improvement Project:** FCS is committed to enhancing permanency outcomes for children in the foster care system and will continue to develop the Safety and Permanency Dashboards to identify trends and future process improvements. Over the next year, FCS will focus on improving visitation practices for children separated from their parents or guardians. An established visitation workgroup, comprised by SFHSA stakeholders and partners, will assess and refine current visitation processes by reviewing data on progressive visitation from restrictive to less restrictive to reunification, and how it correlates to a reduction in out-of-home placements.

- **Safety Organized Practice application to Intimate Partner Violence and Prevention:** The Safety Organized Practice (SOP) approach to Intimate Partner Violence (IPV) and Prevention provides a framework and practical tools for staff to effectively support families impacted by domestic violence. This approach prioritizes the safety and well-being of children by emphasizing collaboration with non-offending parents and proactive intervention with the perpetrator to reduce risk and harm.

Looking Ahead

FCS will deepen our understanding and discourse surrounding the Systems Improvement Plan (SIP) objectives and progress. By assessing the continuum of care from prevention and aftercare for the child welfare and juvenile probation systems in collaboration with stakeholders, we aim to improve outcomes for children and families and develop a comprehensive document to inform the development of a SIP for the next five years.

Priority #4: Partnership



Establish strong collaboration with like-minded organizations dedicated to the well-being of San Francisco's youth and cultivate positive relationships that strengthen our collective commitment in creating a supportive and enriching environment for the young members of our community.

STRATEGIES

- Understand our forward moving work around Safety Organized Practices, Intimate Partner Violence and Prevention by partnering with the City Attorney and other legal professionals

INITIATIVES

- **Children's Crisis Continuum of Care:** This initiative aims to fully integrate the system of care for foster youth enabling a seamless transition between services setting and providing stabilization and treatment to foster youth with high acuity needs within the least restrictive setting possible. SFHSA will partner with Seneca and Alternative Family Services to expand access to crisis placement services. Programs offered include Crisis Stabilization Unit (CSU), Enhanced Short-term Residential Treatment Program (E-STRTP), Intensive Services Foster Care (ISFC), community based supportive services, and psychiatric in-patient services.
- **Annual Provider Resource Fair:** FCS will hold an annual Provider Resource Fair designed to strengthen partnerships and improve outcomes through interagency

collaboration, public partnerships, and community supports. The Provider Resource Fair enables staff and community partners to learn about the resources available within the community and aims to raise awareness of services offered to children and families, driving positive change, and promoting well-being.

Looking Ahead

FCS will concentrate on building a robust workforce and fostering collaboration with our staff, partners, community, and clients. Our shared vision is to cultivate safe, thriving, and lasting homes through practices rooted in compassion, racial equity, inclusion, and evidence-informed decision-making. By safeguarding children, ensuring permanency, and enhancing the quality of family life, we aim to nurture meaningful partnerships with families and community, driving positive change and lasting impact.





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