

Office of Child Abuse Prevention Strategic Plan

2015 – 2020

Children and Family Services Division
California Department of Social Services
www.childsworld.gov



I. Strategic Plan At-a-Glance



Vision

No child suffers from abuse or neglect.

Mission

To shape policy, build communities and empower families and partners to prevent child abuse and neglect in California through integration, connectivity and leveraging.

Core Values

Quality:	We support culturally responsive gold standard prevention services.
Strengthen Families:	We respect and strengthen families through parent engagement in planning and problem solving.
Research driven:	We promote rigorous, evidence-based practice and policy development.
Engage stakeholders:	We partner with stakeholders to guide prevention.
Accountable:	We model accountability, transparency and stewardship.
Outcomes focused:	We use data and a focus on outcomes as guide to all of our work.
Innovative:	We embrace technology and innovation.
Organizational excellence:	We cultivate an organizational culture that provides exceptional customer service.

Impact Areas

Promote Adult and Community Responsibility to Protect Children from Abuse and Neglect

Promote a Statewide Prevention Agenda

Convene and Unite Partners Around Shared CAN Agenda

Identify, Develop and Promote Best Practice in CAN Prevention

Organizational Excellence

II. The OCAP Statement of Strategic Plan

Statement of the Problem

In 2013, in California, 118ⁱ children died as the result of abuse and/or neglect. An additional 482,543 children were referred to child welfare services as alleged victims of abuse and/or neglect. Of those found to be substantiated, almost three quarters were the result of neglect, 8.6 percent were physically abused, and 4.7 percent were sexually abused. Of all children who were found to be abused or neglected, almost half were five years of age or younger; of those almost a third were two years of age or younger. Additionally, between 70-80 percent of child fatalities in California occur before a child reaches five years of age.ⁱⁱ The federally funded [Fourth National Incidence Study of Child Abuse and Neglect \(2010\)](#) found that for the last two decades, three times as many children are maltreated each year as are actually reported to Child Protective Service (CPS) agencies.

Children who suffer maltreatmentⁱⁱⁱ have higher rates of physical, psychological and behavioral issues than those who do not. Children who have been abused and/or neglected are at increased risk for smoking, alcoholism, drug abuse and high-risk sexual behaviors^{iv}. In addition, these children are 25 percent more likely to experience problems such as delinquency, teen pregnancy, low academic achievement, are less likely to have graduated from high school and 59 percent more likely to be arrested as a juvenile.^v As adults, they are 28 percent more likely to engage in criminal behavior and 30 percent more likely to commit violent crimes.^{vi} In addition to the consequences for the abused or neglected child, there are serious economic costs to society, taking into account health care costs, productivity losses, and child welfare, criminal justice and special education costs.^{vii} Child maltreatment has an estimated lifetime cost per child of \$210,000,^{viii} and if the child dies, it is an economic cost of over 1.2 million dollars in medical costs and lost productivity.^{ix} This means, using 2013 statistics for California, there is a total cost of over \$17.7 billion for a single year, just taking into account substantiated child maltreatment cases and child fatalities. If we consider that estimated child maltreatment numbers are three times higher, this would bring the cost up to \$52.8 billion.

Purpose of the Plan

The purpose of this plan is to articulate the Office of Child Abuse Prevention's (OCAP) vision for preventing child abuse and neglect in California and how the Office plans to work towards that goal over the next five years. The plan describes the core values that guide all the work that the OCAP does, the specific strategies that are planned to achieve overarching goals, and some of the objectives. The plan will be utilized by the OCAP to direct program and funding activities over the next five years. The plan also serves to communicate to the residents of California about the work of the Office.

The OCAP as an Office of the Department of Social Services, Child and Family Services Division, is mandated to perform certain activities. It is responsible for overseeing multiple state and federal funding streams, and must comply with all governing legislation.^x The goals and objectives of this strategic plan, and program investment decisions, have been developed in compliance with state and federal law.

Strategic Planning Process

The OCAP began the strategic planning process in the fall of 2013. It conducted several stakeholder input opportunities, including one with representatives from local Child Abuse Prevention Councils, one with representatives from a spectrum of organizations and including a parent, two larger convenings of leaders from the field of family support, a survey that was sent to sixty five policy and practice leaders, and many informal conversations with research scientists, family support experts, policy entities, funders, practitioners and others. The OCAP staff also participated at key points in the process.

As a component of the OCAP strategic planning process, the OCAP conducted an External Situational Assessment Report to survey the field for current standards and emerging trends in key topics relevant to child abuse prevention. This information served as a reference to inform the development of conclusions and subsequent recommendations of the OCAP strategic plan.

Accompanying Documents

This plan outlines the goals and strategic objectives for the OCAP over the next five years. The Program Investment Plan will outline how the OCAP funding decisions will implement those goals. A third tool, the OCAP Implementation Plan, will be developed that will explain, in a more detailed way, what specific activities will be conducted.

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Key Assumptions

1. While services/activities will be provided across a continuum, services that address unmet needs and/or have greater cost-benefit will be the priority.
2. Data-driven decision making will be incorporated at all levels.
3. Data will be continuously gathered, analyzed and utilized to inform the work, track outcomes and ensure accountability.
4. The OCAP will promote the use of evidence-based practices and policies, but will also recognize that not all promising and other best practices yet meet this evidentiary standard, despite their potential to successfully inform the field.
5. Coordination, organization and efficiency will be employed as recommended practice as well as a demonstration of the respect the OCAP has for others' time and contributions.
6. The OCAP will seek to proactively bring cutting-edge prevention practices to California.
7. Technology will be utilized for greater efficiency and to promote the measurement of prevention activities.

Approach

The OCAP heard from stakeholders that its role should be one that leverages funding, “lifts and shifts” new and innovative ideas and practices, and convenes other family systems partners so that services and supports are effective and accessible to at risk families. Because of the limited funding available to support programs, the OCAP must ensure the activities it supports benefit a statewide audience, directly or indirectly.

Stakeholders stressed the need for the OCAP to conduct activities upstream of the problem, directing resources where they make the most difference through investment in primary and secondary prevention efforts and preventing harm from occurring. They recommended the OCAP avoid narrowing to a specific population.

In order to focus its limited resources, the OCAP will approach its work collaboratively through networks and partnerships whenever possible.

Priorities

The following priorities will be reflected throughout the implementation of the strategic plan over the next five years.

Approximately three quarters of all child maltreatment is neglect and almost half of all abuse and neglect is inflicted upon children under five. Because of this, the OCAP will focus on neglect and on the target age group of 0-5 over the next five years.

The OCAP oversees the federal grants to California for the Child Abuse Prevention and Treatment Act (CAPTA state grant), the Community-Based Child Abuse Prevention (CBCAP) program, and the Promoting Safe and Stable Families (PSSF) program, as well as the state Child Abuse Prevention, Intervention and Treatment Act (CAPIT), the State Children's Trust Fund (SCTF) and the State Family Preservation Fund (SFP), totaling almost \$86 million a year. A majority of these funds have been realigned and go directly to counties. Several million dollars are held back to implement statewide mandates.. These funds pay for many different activities and services. Although counties and communities invest in services, there is no guarantee that such services are effective at reducing child abuse and neglect, or that they are

cost effective. As a responsible steward of state and federal funding, the OCAP will focus as a priority on using data to ensure the effectiveness of services, including supporting entities to effectively match community needs to services, implementing services with fidelity and measuring service effectiveness. It is not enough to invest in services: families need them to work.

Goals and Strategies

The OCAP will focus its work around five Impact Areas and build upon its vision, mission and values. The five Impact Areas are described below.

Within each Impact Area (IA), key goals represent the focus of the OCAP's work over the next five years. The following details these goals within each of the IAs. The OCAP Implementation Plan will articulate how these goals will be achieved.

Impact Area 1: Promote adult and community responsibility to protect kids from abuse and neglect.

All Californians have both the obligation and the privilege to protect children from harm. Prevention tools, resources and education will support general prevention efforts that respect and strengthen the family.

1. Conduct public education and social marketing dissemination efforts focused on the prevention of child abuse and neglect and the advancement of the OCAP mission.
2. Partner with local communities to address root causes and create solutions for the prevention of child abuse and neglect.

Impact Area 2: Promote a prevention agenda.

Catalysts for a statewide prevention agenda include shaping policy and leveraging prevention efforts across systems.

1. Promote and support policies, emerging prevention practices and projects that address high priority problems and populations.
2. Identify and seek additional funding sources to support a statewide prevention infrastructure.
3. Build relationships with and increase awareness among state legislators and congressional representatives.
4. Convene leaders across systems to design and coordinate system-level efforts that strengthen families.
5. Use data to tell the story of abused and neglected children.

Impact Area 3: Convene and unite key partners around a shared prevention agenda.

Integration and connectivity among prevention partners will ensure California's communities effectively build communities and empower families. Prevention partners are broadly defined to include, for example, parents, family-support agencies, tribes, health providers, providers of basic needs services, and those engaged in community development.

1. Define and design a network of organizations and services that comprise a statewide, comprehensive prevention system of accessible, effective supports for families.

2. Design and utilize shared data measures and outcomes to promote integration and coordination of supports for families.
3. Host a biennial prevention policy and leadership summit to promote a collective understanding of effective prevention practices and emerging trends.
4. Engage national partners for expertise to inform California's prevention efforts and to promote California as a leader in the field.
5. Promote the use of high-quality prevention frameworks, such as Strengthening Families, to give structure and shared language for statewide prevention efforts.

Impact Area 4: Identify, develop and promote best practice in child abuse and neglect prevention.

Prevention partners have access and the capacity to implement and evaluate high quality, research-based, culturally responsive prevention practices.

1. Develop a performance measure system to monitor and assess practice effectiveness and inform prevention partners and the OCAP.
2. Increase the understanding and use of evidence-based practices among providers engaged in the prevention of child maltreatment.
3. Promote implementation strategies that are effective and ensure fidelity.
4. Promote and support innovative research and evaluation projects that advance the prevention field.

Impact Area 5: Ensure the Office of Child Abuse Prevention is a high-performing organization.

The OCAP models accountability, transparency and stewardship.

1. Ensure the OCAP is a good steward of public and private funds.
2. Maximize resources through leveraging, resource pooling, fiscal accountability and return on investment.
3. Utilize stakeholder input to inform statewide prevention efforts.
4. Ensure the OCAP is a recognized funding entity of high-quality programming and as a leader in prevention.

Targeted Outcomes

As an outcomes driven organization, and in line with our core values, priorities and goals, the OCAP will emphasize the development of targeted outcomes for both internal and external operations. In addition, and in line with the Impact Areas described above, the OCAP will work with prevention partners to develop a set of common, shared outcomes around which it can report to the state of California.

The work of the OCAP will be organized around three levels of outcomes.

1. Internal outcomes that measure the success of institutional activities;
2. External outcomes for our program investment plan, through grants and contracts, and those achieved by counties with OCAP funding;
3. Shared outcomes with prevention partners, such as First 5 California, First 5 Association and the California Department of Education.

Appendices

OCAP Environment Scan of Child Abuse and Neglect:

<http://www.cdsscounties.ca.gov/OCAP/>

ⁱ <http://www.childsworld.ca.gov/res/pdf/ChildFatalityChart.pdf>

ⁱⁱ <http://www.childsworld.ca.gov/PG2370.htm>

ⁱⁱⁱ Federal law defines child abuse and neglect as, at a minimum, “any recent act or failure to act on the part of a parent or caretaker, which results in death, serious physical or emotional harm, sexual abuse or exploitation, or an act or failure to act which presents an imminent risk of serious harm” to a child. (42 U.S.C. §5106g)

^{iv} <http://www.cdc.gov/violenceprevention/childmaltreatment/consequences.html>

^v ibid

^{vi} ibid

^{vii} ibid

^{viii} [https://www.preventchildabusenc.org/assets/preventchildabusenc/files/\\$cms\\$/100/1299.pdf](https://www.preventchildabusenc.org/assets/preventchildabusenc/files/cms/100/1299.pdf)

^{ix} ibid

^x Cal. Welf. & Inst. Code §18952-18958