

**Child Protective Services Progress Report  
September 22, 2009**

**INTRODUCTION**

In the fall of 2008, as a result of an increase in child deaths during the same year, Sacramento County commissioned MGT of America to conduct a review of Child Protective Services (CPS). This review began in September 2008 and concluded with a report to the Board of Supervisors, on March 31, 2009, outlining findings and recommendations. Concurrently, the Sacramento County Grand Jury conducted an investigation of CPS to determine the causes of the increase in child deaths. The final Grand Jury report, issued in April of 2009, identified issues within CPS and contained several recommendations for systemic improvement.

After carefully reviewing and subsequently adopting the majority of the MGT and Grand Jury recommendations, the Board directed the Department of Health and Human Services Child Protective Services to submit progress reports every 30 days. This is the third of such reports and it provides an update on the status of recommendations prioritized for implementation.

This report follows the format recommended and approved by the Board. Recommendations are listed first, followed by the action items implemented to address them. Because some recommendations are very similar, there are instances in which one or more action items address multiple recommendations.

For each action item, the report includes name of staff responsible, status and anticipated implementation date. There is also information about next steps and available data, if applicable.

A section has been added for action items completed during previous reporting periods. The report also includes a section on recommendations not selected for immediate implementation (deferred) and responses have been included for each of the deferred recommendations. The last pages of the report focus on performance indicators and provide data on CPS' performance on selected safety measures. *Italics have been used to indicate updated text.*

The work reflected on this report will undoubtedly be affected by the current budget shortfall. The loss of staff and resources will slow down progress towards the implementation of system improvement strategies and may adversely impact performance on safety and other measures.

## **PRIORITIZED RECOMMENDATIONS**

### **Priority Area 1 – Overarching**

#### **Recommendations:**

**MGT 1.1** The County must hold CPS responsible for developing and implementing a comprehensive change management plan to allow it to correct identified deficiencies and to improve outcomes for children and families in the Sacramento area.

**MGT 1.2** The County should appoint a capacity development manager who will jointly (with the Deputy Director) develop and direct the change management plan.

**MGT 1.3** The capacity development manager preferably should be someone from outside CPS' system, who has sufficient background and experience working in a number of counties and is familiar with best practices employed within California and other states.

**MGT 1.4** The capacity development manager should be placed organizationally at a “peer” level with CPS deputy director (that is, should not report directly to the deputy director, but should work in conjunction with the deputy director and her staff).

#### **Actions:**

**1.1 Completed** - See “Completed Action Items” section of the report.

**1.2 Completed** - See “Completed Action Items” section of the report.

**Recommendation:**

**MGT 1.5** The deputy director should be responsible for ensuring staff cooperation with the change management plan and capacity development manager and for assisting in implementing the action plan items.

**Action:**

**1.3** The CPS deputy director has secured participation and cooperation from staff at all levels of the organization. *The deputy director has held 18 town hall meetings since March 2009 to update and seek input from staff regarding system improvement efforts, budget issues and other relevant topics. During the month of July, 181 CPS staff attended three town hall meetings with the deputy director.*

**Staff Responsible:** Laura Coulthard, Deputy Director

**Status:** In Progress

**Completion Date:** On Going

*Next Step: The deputy director will continue to hold town hall meetings to keep staff informed and involved in the change management process.*

**Recommendation:**

**MGT 1.6** The change management plan should include, at a minimum, specific action steps, staff responsible for implementing the change, time lines, and performance measures.

**Action:**

**1.4 Completed** - See “Completed Action Items” section of the report.

**Recommendations:**

**MGT 1.7** The capacity development manager should report directly and verbally, on a monthly basis, to the County Board.

**MGT 1.8** The capacity development manager should also provide formal written reports to the County Board every 90 days.

**MGT 1.9** These reports and the County Board’s oversight should continue until CPS has fully implemented all action plan steps and has shown measurable improvement over a specified period (six months to a year) in its performance metrics and child and family outcomes.

**MGT 1.11** The County should allocate sufficient resources, both to hire the capacity development manager, as well as to staff a change management team. This team should include a mix of staff with experience in child protection and welfare issues and operations and change management.

**GJ 1.4** The County Board of Supervisors require that a public report be made in six months as to progress made.

**Actions:**

**1.5 Completed** - See “Completed Action Items” section of the report.

**1.6** CWLA and the capacity development manager will work with CPS over a 6-month intensive intervention period with follow up contacts at 6 months after project completion.

**Staff Responsible:** CWLA  
**Status:** In Progress  
**Completion Date:** On Going

Next Step: CWLA plans to be highly visible in Sacramento, making nine separate trips to meet with CPS management, staff and stakeholders. In addition, CWLA will maintain weekly contact with the deputy director and will participate in formal conference calls with work group participants every three weeks.

**1.7 Completed** - See “Completed Action Items” section of the report.

## Priority Area 2 - Management and Oversight

### **Recommendation:**

**MGT 2.1** CPS should, within the next 12 months, begin the process to develop a comprehensive five-year strategic plan with associated performance measures.

### **Action:**

**2.1** The Systems Improvement Plan (SIP) was revised based on the technical assistance provided by Chapin Hall, UC Berkeley and The Northern California Training Academy. The revised draft was reviewed by CDSS Office of Outcomes and Accountability on July 21. The revised SIP contains goals for seven systemic factors (performance evaluations, worker retention, revision of policies and procedures, short term counseling referral system, inclusion of data analysis in management decisions, stakeholder participation and SDM safety assessments) and two program strategies (increase kin placements and improve after care plans).

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** In Progress  
**Completion Date:** September 30, 2009

*Next Step: Continue to work CDSS to finalize the SIP.*

**Recommendations:**

**MGT 2.2** CPS should ensure that it provides sufficient resources to QA staff (and does not reassign them to non-QA duties), to allow the staff to once again undertake meaningful QA reviews.

**MGT 2.2.1** The QA staff can provide independent analysis of cases and referrals and can alleviate some of the review workload from supervisors. The QA staff reports can be used by supervisors and managers to identify and focus on resolving problem areas, and to hold staff accountable for carrying out core activities in accordance with federal, state, and county requirements and best practices.

**Actions:**

**2.2 Completed** - See “Completed Action Items” section of the report.

**2.3 Completed** - See “Completed Action Items” section of the report.

**2.4** CPS is implementing a data driven continuous quality improvement (CQI) process to achieve outcomes contained in the SIP. This process will strengthen the logical relationship between program initiatives and outcomes and incorporate milestone monitoring to ensure the initiative is implemented and is having the anticipated impact. Course corrections will occur as a result of this information. Also, the CQI process will be used to monitor and track progress on the development of policies and procedures, corrective action plans and QA recommendations.

*Detailed SIP implementation plans were completed on August 31 and were incorporated into the SIP. The SIP has not been finalized, however, because CDSS has requested additional time to review the document. A meeting between CDSS and CPS has been scheduled on September 16 to review the latest draft of the SIP. In addition, as part of the division’s strategy to embed data analysis into management decisions, each month the progress on one or two strategies will be discussed at the Executive Team meeting.*

**Staff Responsible:** Laura Williams, Program Manager

**Status:** In Progress

**Completion Date:** November 30, 2009

*Next Steps: Division managers will monitor progress on SIP strategies monthly starting September 2009.*

**Recommendation:**

**GJ 1.2** The Board of Supervisors direct HHS and CPS management to publicly adopt the Grand Jury’s finding and recommendations, prioritize the achievement of suggested improvements, including their own “Areas of Concern,” and develop a project planning strategy for meeting these goals.

**Action:**

**2.5 Completed** - See “Completed Action Items” section of the report.



**Recommendation:**

**GJ 1.3** Request that HHS and CPS invite the 2009-2010 Grand Jury to return in six months to observe what progress has been made toward the improvement of CPS operations.

**Action:**

**2.6** CPS management is committed to keeping members of the Grand Jury involved in the organizational change process and will keep the Grand Jury apprised of progress in all targeted areas via progress reports and meetings with CWLA. A preliminary conference call between CWLA and the Grand Jury took place in May and was followed by an in-person meeting on June 9, 2009.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** In Progress  
**Completion Date:** On Going

**Recommendations:**

**MGT 2.1.3** The strategic plan should also identify ways to improve community outreach and participation.

**GJ 2** Greater transparency of CPS operations must be exhibited on the part of CPS management. They should do more to aggressively open the doors of CPS activities to the eyes of the public, the County Board of Supervisors, non-profit organizations, K-12 schools and universities, the Legislature, the medical community, and the media. Transparency does not prevent possible negative publicity, but does mean that questions can be asked and answered in an atmosphere of openness and honesty.

**Actions:**

**2.7 Completed** - See “Completed Action Items” section of the report.

**2.8 Completed** - See “Completed Action Items” section of the report.

**2.9** *During this reporting period, the TDM workgroup met on August 14 to discuss testing, training and data collection. Testing of Team Decision Making (TDM) in the front end began in April 2009. From 8/1/09 to 8/20/09 a total of 8 TDMs were conducted in the Emergency Response Program. A total of 77 TDMs were conducted division-wide during the same period.*

**Staff Responsible:** Karen Parker, Program Planner  
**Status:** In Progress  
**Completion Date:** December 30, 2009

Data: The table below describes the outcomes achieved with front end TDMs conducted as of *August 13*.

<b>Outcomes</b>	<b>Emergency Removal</b>	<b>Immediate Risk</b>	<b>TOTAL</b>	<b>%</b>
Family Maintenance	0	13	13	68%
Informal Supervision	1	16	17	
PC/Removal	0	6	6	21%
Non-Detaining Petition	0	2	2	
Remain Out of Home/Court	1	0	1	11.%
Community Services	1	2	3	
Remain Home/No Services	0	2	2	
<b>TOTAL</b>	<b>3</b>	<b>41</b>	<b>44</b>	<b>100%</b>

\*In 5 of the 9 Removals/Court interventions, children were placed with relatives.

\*In 8 of 12 FM/IS voluntary placements, children went to a relative vs. foster home.

Next Steps: Continue testing this practice in the front end. Schedule Meet and Confer with appropriate Labor Unions. Develop training plan.

**2.10** CPS is developing an email newsletter to be sent to staff and stakeholders. *Staff has been learning to use the new software required for the newsletter and has developed a template. In addition, staff has compiled a mailing list of stakeholders who will receive a copy of the newsletter.*

**Staff Responsible:** Laurie Slothower, Communications and Media Officer  
**Status:** In Progress  
**Completion Date:** September 21, 2009

*Next Steps: Have management review and approve template, gather information for internal and external stakeholders and distribute newsletter.*

## Priority Area 3 – Structured Decision Making

### **Recommendations:**

**GJ 29** CPS should reexamine the California Family Risk Assessment tool and find ways to improve its usage.

**GJ 27** Social workers should use the SDM tool as designed to adequately assess risk.

**GJ 20** Social workers should be required to use SDM 100 percent of the time.

**MGT 3.1** From the top downwards, CPS needs to reemphasize and require staff to use the SDM assessment tools as designed and in accordance with best practices.

### **Actions:**

**3.1 Completed** - See “Completed Action Items” section of the report.

**3.2 Completed** - See “Completed Action Items” section of the report.

**3.3** In June 2009, CPS expanded the SDM coordinator position to a full time position. The SDM coordinator is responsible for division wide SDM training and the development of the SDM work plan for continuous ongoing improvements. *The SDM coordinator met with the director of the Children’s Research Center on to review the SDM work plan, develop further strategies, if needed, and review current CPS referrals and cases. As a result of this Technical Assistance visit, CPS has adopted a case reading tool created by CRC and specific to SDM use and compliance. This case reading tool will facilitate constructive and comprehensive case reviews to be conducted by supervisors and managers.*

**Staff Responsible:** Paula Christian, Program Planner

**Status:** In Progress

**Completion Date:** On Going

*Next Step: Changes to the work plan will be presented to management after the August meetings.*

**3.4** CPS is committed to having SDM tools completed in accordance to timelines established by the Children’s Research Center. *To make this happen, CPS Bureaus have implemented a number of strategies as follows:*

*ER/FM – Managers for Emergency Response and Family Maintenance are providing close supervision and oversight to ensure compliance. Timeliness is discussed during joint ER supervisors meetings and during one-on-one supervision. In addition, managers monitor SafeMeasures data weekly.*

*CS – Managers met with supervisors on August 12 and 19 to review expectations, challenges and solutions related to timely completion of SDM tools. Managers provided step by step instructions on how to access SafeMeasures data.*

*FR – Managers in Family Reunification met with supervisors throughout the month to review expectations for timely completion and discuss strategies for compliance.*

**Staff Responsible:** Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Monin Mendoza, Joni Edison, Abraham Samuel, Nancy Marshall, Marian Kubiak, Roderick Howze, Stephen Wallach, Mary Tarro, Stephanie Lynch, Laura Williams, Program Managers  
**Status:** In Progress  
**Completion Date:** December 31, 2009

*Data: Data for June 2009 indicates that SDM Safety Assessments in Emergency Response are being consistently completed in 98.4% of investigations. For the month of July, Court Services was 90.5% compliant with timely SDM safety assessments.*

*Next Steps: Continue to work with ER staff to ensure timely input of assessments into CWS/CMS. Continue QA reviews of timely completion of SDM assessments.*

**3.5 Completed** - See “Completed Action Items” section of the report.

**3.6 Completed** - See “Completed Action Items” section of the report.

**Recommendation:**

**MGT 2.2.2** The QA reports can be used by supervisors and managers to identify and focus on resolving problem areas, and to hold staff accountable for carrying out core activities in accordance with federal, state and county requirements and best practices.

**MGT 3.1.1** CPS supervisors and managers need to hold staff accountable for using the tool and to take appropriate actions (additional training and supervision or employee discipline) if staff consistently fail to use the tool.

**MGT 3.1.2** Executive management needs to hold supervisors and managers responsible for ensuring they are monitoring staff's use of the tool.

**MGT 3.1.3** Executive management should also review QA reports to identify deficiencies in how staff or units use the tool and identify possible future training needs.

**Action:**

**3.7** All CPS programs will implement a case reviewing process that measures staff use of Structured Decision Making (SDM) tools, best practices, compliance with policy and required entries into CWS/CMS. This process will include the development of a case review tool, protocol, training and ongoing QA review. *To facilitate implementation of this action item, CPS has appointed a full time SDM coordinator. The SDM coordinator is developing a draft division wide SDM plan for management review and approval. In addition: SafeMeasures is available to all social workers to help them track individual, unit and bureau outcomes; daily staff briefings continue; SafeMeasures training is being provided on an ongoing basis; Advanced SDM training was provided recently for all supervisors and management staff; QA staff provide quarterly reports to assist in developing corrective action when needed; and investigations are reviewed by the supervisor at intake and closure as well as during one-on-one supervision. A draft case review tool was presented to ER supervisors on August 26 and was subsequently adopted by CPS. The Children's Research Center also provided training to managers on the use of the case reading tool during a technical assistance visit on August 26 and 27.*

**Staff Responsible:** Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Monin Mendoza, Joni Edison, Abraham Samuel, Nancy Marshall, Marian Kubiak, Roderick Howze, Stephen Wallach, Mary Tarro, Stephanie Lynch, Laura Williams, Program Managers  
**Status:** Not Yet Completed  
**Completion Date:** November 30, 2009

**3.8** In order to increase efficiency and consistency in how referrals are handled, management is in the process of assigning all referrals to the Emergency Response programs. This change requires a Meet and Confer with Labor Unions. *Due to the urgent need to schedule Meet and Confer for program leveling plans, the Meet and Confer for consolidating referrals has not taken place yet. However, CPS management has worked with Human Resources, Labor Relations and United Public Employees to schedule a Meet and Confer on September 17 to begin the process.*

**Staff Responsible:** Kim Pearson, Division Manager  
Melinda Lake, Division Manager  
**Status:** Not Yet Completed  
**Completion Date:** December 31, 2009

*Next Step: Begin Meet and Confer process on September 17.*

## Priority Area 4 – Policies and Procedures

### **Recommendations:**

**MGT 4.1** As part of the change management activities, CPS should review all written guidelines (including policies, procedures, and program information notices) and identify and remove duplicated, redundant, or outdated instructions.

**MGT 4.1.1** In revising its guidelines, CPS should make a clear delineation between “policy” (what the division should be doing) and “procedure” (how the division should be working).

**MGT 4.1.2** CPS should organize documentation based on major process flows.

**MGT 4.2.3** CPS should use the reengineered process maps as the basis for its procedural documents (publish the maps as part of CPS procedures).

**MGT 4.2.4** Core questions CPS should ask of each step in the process are: (a) Is this step required by federal or state laws and regulations or county policies issued by the Board?; (b) Does this step add value and help ensure children and family outcomes are optimized?; (c) Who should be performing this activity? Can clerical or administrative staff be leveraged to free social workers to perform more work in the field?

**MGT 4.3** CPS should establish a knowledge management unit so it can review and update guidelines on an annual basis. This unit should use the results of QA reports, best practice research, and interaction with social workers to identify possible improvements or changes. This unit should also assist in training and developing staff to ensure they have a full understanding of required activities and any changes.

**GJ 30** The CPS policy manual should be completely rewritten to include an index and expanded table of contents and be in digital form with electronic search capability.

### **Actions:**

**4.1** The team continues to work on revising the CPS Policies and Procedures. In July, two of the five staff assigned to the project were transferred due to layoffs. Three additional staff have been assigned to the project and will be trained on Information Mapping in August and October.

**Staff Responsible:** Laura Williams, Program Manager

**Status:** In Progress

**Completion Date:** December 31, 2010

Next Step: The team is in the process of revising 11 additional policies and procedures which will be placed on the Policies and Procedures folder by September 30, 2009.

**4.2** A systematic process will be in place to ensure all policies and procedures are continuously reviewed and updated. *A proposal was drafted, reviewed and revised based on feedback. The revised proposal was sent to CPS management for review on August 17 and was approved on the same date.*

**Staff Responsible:** Laura Williams, Program Manager

**Status:** In Progress

**Completion Date:** December 31, 2010



*Next Step: Conduct focus groups with staff. Design and implement a simplified Policy and Procedure approval process.*

## Priority Area 5 – Community Outreach

### **Recommendation:**

**MGT 5.1** CPS should place a higher emphasis on developing and strengthening community connection and linkages.

### **Actions:**

**5.1** The Visioning Team has identified the following core values for the division: Partnerships (internal and external), Diversity, Professional Development, Staff Support, Community and Family Engagement and Transparency. For each of these core values, the team has developed preliminary statements which provide a vivid description of what the agency plans to achieve in each of those areas. The core value statements have been forwarded to CWLA so they can work on finalizing the vision statement.

**Staff Responsible:** Alicia Blanco, Program Planner  
**Status:** In Progress  
**Completion Date:** September 30, 2009

*Next Step: Distribute the core value statements to internal and external stakeholders for review and feedback.*

**5.2** Please see action item 2.10 for update.

**Responsible Staff:** Laurie Slothower, Communications and Media Officer  
**Status:** In Progress  
**Completion Date:** September 21, 2009

**5.3** *CPS continues to provide joint response to referrals in partnership with Birth and Beyond Family Resource Centers. Because Birth & Beyond is now funded by the Sacramento First 5 Commission, which provides support services for children ages 0-5, the population to be served by joint responses will be limited to families that meet First 5 criteria. Thanks to this funding, 11 additional zip codes will be served by the eight Family Resource Centers.*

**Staff Responsible:** Cynthia Vanzant, Program Planner  
**Status:** In Progress  
**Completion Date:** On Going

*Data: The chart below shows joint responses for the week of 8/10 and cumulative since 2/1/09 for each of the eight Family Resource Centers.*

Site	Total referrals for the week of 8/10/09	Total Joint visits for the week of 8/10/09	Total Ref. Since 2/1	TOTAL JV Since 2/1
La Familia	4	2	58	48
River Oak	3	4	43	30
Valley Hi	2	3	68	59
Meadowview	1	1	36	26
Rancho	0	0	46	45
North Highlands	3	2	74	45
North Sacramento	2	2	41	34
MAN	1	0	49	33
<b>TOTALS</b>	<b>16</b>	<b>14</b>	<b>415</b>	<b>320</b>

*Next Step: Provide training to all CPS staff regarding the new criteria for joint response.*

**5.4 Completed** - See “Completed Action Items” section of the report.

## Priority Area 6 – Human Resources

### **Recommendations:**

**MGT 6.1** CPS should take measures to identify and focus on units with high turnover and vacancies and to improve staff morale.

**MGT 6.5** CPS should implement an employee recognition program to identify and recognize high-performing staff. This program can be as simple as monthly or quarterly newsletter to all staff that focuses on highlighting unit or staff achievements and that also discusses best practices identified or used by these staff/units.

**GJ 11** CPS management should prepare an analysis of this turnover problem and implement a recommendation plan

### **Actions:**

**6.1 Completed** - See “Completed Action Items” section of the report.

**6.1.1** *The Workforce Investment workgroup is developing a secondary trauma critical incident response protocol to provide support to social workers when needed. The workgroup collected feedback from social workers who participated in the secondary trauma training provided in July.*

**Staff Responsible:** *Karen Parker, Program Planner*  
**Status:** *In Progress*  
**Completion Date:** *December 31, 2010*

*Next Steps: The workgroup will meet to review feedback from social workers and review information provided by CWLA.*

**6.1.2** *The Workforce Investment workgroup is developing an improved hiring process. The workgroup met on July 24 and August 3 and completed benchmark research identifying the steps involved in the medical clearance screening process that potential new hires undergo prior to the final hiring phase. The workgroup is also evaluating research on new employee assimilation, applicant testing and job previewing.*

**Staff Responsible:** *Karen Parker, Program Planner*  
**Status:** *In Progress*  
**Completion Date:** *December 31, 2010*

**6.2** CPS expects that as a result of the implementation of the initiatives included in the Workforce Investment work group work plan, retention of social work staff will increase. The initiatives to be implemented are listed under action 6.1 above.

**Staff Responsible:** *Karen Parker, Program Planner*  
**Status:** *Not Yet Completed*  
**Completion Date:** *March 31, 2010*

**Recommendation:**

**MGT 6.4** CPS should ensure that supervisors and managers are performing annual performance evaluations of all their staff. These evaluations should include assessment of the staff's use of the SDM tool, evaluation of outcomes related to the cases staff have worked on, and any information provided from the QA unit based on their reviews.

**GJ 3** The completion of yearly evaluations on all employees must be recognized as a critical, high priority activity required of supervisors and managers.

**GJ 5** CPS supervisory personnel must attend a training course specifically focused on employee performance evaluations.

**GJ 7.1** CPS management should work with the Human Resources Department to immediately complete evaluations on all CPS personnel.

**GJ 7.2** CPS supervisors and managers should be held accountable for ensuring that employee evaluations are completed in a timely manner.

**Action:**

**6.3** The Performance Evaluation Committee is working through the logistics of implementing the new performance evaluation tool and process. *During this reporting period, the committee met on August 6. They discussed the format for the goals required by the performance evaluation tool and what resources are needed to implement the performance evaluation process. One unexpected challenge is that, although the committee has draft goals for each classification, finalizing them is a much larger task than originally anticipated.*

**Staff Responsible:** Terry Clauser, Program Planner

**Status:** In Progress

**Completion Date:** June 30, 2012

*Data: The necessary resources to implement the performance evaluation process are:*

- *Funds to pay for the system (\$40/year per employee)*
- *Training for DPS and time to upload system requirements*
- *Staff time for training*
- *HR to maintain compass relationships*
- *Help desk to help with the actual evaluations (HR) and to assist with technical issues (OCIT, DPS)*
- *Excel expert from CPS to input initial relationships and input goals*

*Next Step: Finalize goals, complete Schedule A for contract, input staff organizational relationships into the system, upload system requirements, set up Help Desk and input goals in the system. Managers will be trained by January 2010 and supervisors by March 2010.*

**Recommendations:**

**GJ 6** Greater interdepartmental cooperation must exist between CPS and the HR department. CPS management must do more to demand and improve the delivery of services from the HR department. Management attention and involvement must be brought to the table to reconcile this festering issue.

**GJ 4** HR must accept its responsibility for ensuring the completion of annual performance appraisals as part of their fundamental personnel oversight responsibilities.

**GJ 8.1** Given the number of cases referred for discipline and the lengthy time until resolution, the Grand Jury recommends that more current HR staff be reallocated to CPS.

**Actions:**

**6.4 Completed** - See “Completed Action Items” section of the report.

**6.5 Completed** - See “Completed Action Items” section of the report.

**Recommendation:**

**GJ 8.2** The length of time that employees are on paid administrative leave must be reduced.

**Action:**

**6.6 Completed** - See “Completed Action Items” section of the report.

**Recommendations:**

**MGT 6.6** CPS should work with the unions and the County’s Human Resources unit to identify appropriate remedies available for staff who are not performing required functions and who violate policies, laws or regulations.

**MGT 6.6.1** CPS should train all supervisors and managers on the required activities needed when employees are not performing as required. Staff members who are not performing as required or who have violated policies, laws or regulations, should be provided with the resources needed to address these issues (additional training, one-on-one counseling, etc.) as appropriate. CPS must also ensure that it takes appropriate measures for staff who consistently violate policies, laws or regulations, or who have committed egregious acts that would qualify them for discipline (up to and including termination).

**MGT 6.7** The County Human Resources staff should make a concerted effort to assist CPS supervisors and managers in carrying out effective employee actions, including discipline, evaluations and hiring.

**GJ 7.3** Formal disciplinary action should be mandated in instances where evaluation timetables are not met.

**GJ 10** HR should develop effective training seminars for all supervisors and managers of CPS to promote greater understanding of the requirements needed for rapid adjudication of (disciplinary) cases.

**Actions:**

**6.7 Completed** - See “Completed Action Items” section of the report.

**6.8** The CPS training coordinator worked with Human Resources to arrange a special training on the discipline process for CPS managers and supervisors. This training *has been developed and six training sessions have been scheduled. CPS managers and supervisors are in the process of registering to participate. In addition, 10 CPS supervisors attended a Progressive Discipline training offered by Human Resources on August 18.*

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** *In Progress*  
**Completion Date:** September 30, 2009



**Recommendation:**

**GJ 12** Establish a specialist classification in CPS available to social workers that are able to take on unique and complex cases.

**Action:**

**6.10** The Peer Mentor subcommittee has been meeting to develop recommendations for the enhance peer mentor model. The group *met on August 7 and 26 to continue to develop the model. To that end, the group is in the process of collecting feedback from existing peer mentors.*

**Staff Responsible:** Karen Parker, Program Planner

**Status:** In Progress

**Completion Date:** December 31, 2009

**Recommendations:**

**GJ 13.1** Program managers and supervisors must ensure that their employees attend classes and satisfy the 30-hour annual requirement.

**GJ 13.2** Program managers and supervisors use the training records in conducting annual employee evaluations.

**GJ 13.3** supervisors should recommend beneficial training and should maintain an attendance log in their desk file.

**GJ 14** CPS should review the training log for accuracy and correct erroneous entries.

**MGT 6.2** CPS should institute a leadership development program at the program manager level and above. This program should consist of one-on-one coaching sessions aimed at developing individual leadership skills, problem solving, and identifying means to enhance staff morale. If this program proves to be successful, CPS should consider rolling it out to the supervisor-level positions as well.

**Action:**

**6.11 Completed** - See “Completed Action Items” section of the report.

**6.12** Training will reflect the needs of the individual employee and the division. *This is an on going process and takes place at many levels. Supervisors, along with each individual staff member, determine what is needed by the individual employee and will either arrange training for the employee or train the employee themselves. The program managers and division managers determine what is needed for their program and will either find an instructor, train their program themselves or make a request for training to the CPS Training Coordinator. The CPS Training Coordinator works with the Northern California Training Academy and the UCD Center for Human Services to coordinate any needed training. Some examples of training that’s been provided for specific needs are Secondary Traumatic Stress, Parents Progress, Placement Stability, Interviewing Suspects and other Adults, CQI Training and Interactional Supervision.*

*To help track compliance with training requirements, individual training logs were distributed in July, and will continue to be distributed quarterly, to supervisors and managers for review. In addition, the new performance evaluation tool takes into account the training received by staff during the evaluation period.*

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** *In Progress*  
**Completion Date:** *On Going*

*Next Step: Continue to offer training that reflects individual as well as program and division needs. Supervisors will continue to review the training log and identify any missing mandatory training.*

**6.13 Completed** - See “Completed Action Items” section of the report.

**6.14 Completed** - See “Completed Action Items” section of the report.

**Recommendations:**

**GJ 21.2** SafeMeasures should be used in staff meetings and as a means of tracking employee performance.

**GJ 18.1** Division managers should provide additional IRIS training and demand greater use of the software by program managers and supervisors. Program Information Notice 08-12, which provides detailed instructions of the use of IRIS, should be strictly followed.

**GJ 21.1** All supervisors and managers should receive additional training in the use of SafeMeasures.

**GJ 22** QA personnel should receive training in the use of all CPS software and be required to use SafeMeasures in their assessment of CPS programs.

**Actions:**

**6.15 Completed** - See "Completed Action Items" section of the report.

**6.16 Completed** - See "Completed Action Items" section of the report.

**6.17 Completed** - See "Completed Action Items" section of the report.

## Priority Area 7 – Excessive Caseloads

### **Recommendations:**

**MGT 7.1** As part of the annual budget process, CPS needs to evaluate actual and forecasted workloads by staff and by unit and allocate social worker positions to programs, offices and units based on actual data and expected changes to future workloads in the upcoming year. CPS must make staff aware that assignment to a program or unit can change depending on the division's need and that they are not guaranteed that they remain in the same programs.

**MGT 7.3** CPS should require supervisors and managers to actively monitor caseloads of their social workers and units. Executive managers should obtain usage reports from CWS/CMS and SafeMeasures to identify those supervisors or managers who are not logging in and using the system reports to their fullest extent. Executive managers should provide additional training or coaching for those supervisors or managers not using the available reports.

**MGT 7.5** CPS should conduct a time-management study (using the SB2030 study performed in 2000 as a model, for example) to identify actual case or referral processing times for core program areas. CPS should use this information to identify the minimum and maximum caseloads that social workers can reasonably be expected to carry by program. CPS should then develop contingency plans to address excessive workloads, such as temporarily increasing staff through the use of retired annuitants or temporary staff or fast-tracking the closure of lower-risk cases and referrals.

**MGT 6.8** After implementing process and guideline improvement changes, CPS should reevaluate its workloads and staffing levels to determine whether it has sufficient staff to carry out required activities or whether it needs to request additional staff from the County.

**GJ 15.1** CPS should define a case and establish caseload and workload criteria.

### **Actions:**

**7.1** Program Specific Workgroups for Family Maintenance, Permanency Services and Family Reunification have completed draft leveling plans that are moving forward in the Meet and Confer process. *Meetings to develop a leveling plan for Court Services took place on July 22, August 12 and August 20. The Dependent Intake Efficiency workgroup is now devoting a portion of their meeting time to developing the draft leveling plan. At this time, it is unknown if the upcoming lay-off mitigation meetings will cause Human Resources, Labor Relations and the labor unions to postpone current meetings on the leveling plans.*

**Staff Responsible:** Melinda Lake, Division Manager  
Kim Pearson, Division Manager  
Luis Villa, Division Manager

**Status:** In Progress

**Completion Date:** December 31, 2009

*Next Step: Continue to schedule follow-up Meet and Confer sessions as needed to complete discussions on the Family Maintenance Leveling Plan. Continue to develop a leveling plan for Court Services.*

**7.2** Position allocations and reallocations will be determined by workload. A policy decision to review all vacancies for work load reallocation has been implemented. As of July 1, division managers review all vacancies for possible reallocation prior to advertising position vacancies. *No further work was done on this item due to competing priorities related to fiscal and program improvement issues.*

**Staff Responsible:** Luis Villa, Division Manager  
Melinda Lake, Division Manager  
Kim Pearson, Division Manager  
**Status:** *In Progress*  
**Completion Date:** December 31, 2009

*Next Step: Resume strategic planning in this area after the September budget hearings and after implementation of any budget related Board directives.*

**Recommendation:**

**GJ 15.2** Case supervisors should monitor and ensure that cases no longer needing services are closed in a timely manner.

**Action:**

**7.5 Completed** - See “Completed Action Items” section of the report.

## **Recommendations:**

**MGT 4.2** CPS should map and reengineer its core child welfare processes to increase efficiency. CPS should map current processes down to the activity level and systems/documentation used.

**MGT 4.2.1** CPS should review the maps to identify decision points, handoffs and bottlenecks. CPS should then examine and reengineer its processes using the maps to eliminate redundant steps, reduce the use of paper documents, improve quality, and reduce case and referrals times.

**GJ 16** Tasks not needing the skills of a social worker should be turned over to support staff.

## **Actions:**

**7.6** An efficiency review of the Dependent Intake function of the Court Services program was launched in late May 2009 under the leadership of a program planner. The review is being conducted by a work group which includes representatives from all job classifications involved in the dependent intake process. The work group *met on August 4, 11 and 20. They are continuing with the process of identifying and addressing gaps in services as well as improving efficiency in areas with duplicative and unnecessary processes. Specifically, the group is discussing criteria for identifying the intake location best suited for each child brought into protective custody. They are also discussing dependent intake functions that can be temporarily reduced or eliminated when caseloads reach a high level.*

**Staff Responsible:** Martha Haas, Program Planner  
**Status:** In Progress  
**Completion Date:** December 31, 2009

Next Step: *Present recommendations to management by September 30. A Meet and Confer will be scheduled with labor if deemed necessary.*

**7.7** CPS is formalizing a new, enhanced model for the Placement Support Unit to assist case carrying social workers with placements and placement related activities such as documentation and face to face visits. *The implementation team meets weekly. During the reporting period, meetings were held on August 4 and 11. A Meet and Confer with labor took place on August 13 and tentative agreement was reached with United Public Employees, Local 005 to begin testing this model in the Court Services Bureau. A training session for volunteers and core team members was held on August 13 and testing began in Court Services on August 17. There are a total of 14 volunteers testing the model. In addition, a Child Worker has been stationed at the Children's Receiving Home and an additional worker has been added to the Kinship Unit (to expedite emergency referrals). The implementation team also developed a survey to elicit feedback from volunteers participating in the testing phase of the project.*

**Staff Responsible:** Romeal Samuel, Program Planner  
**Status:** In Progress  
**Completion Date:** December 31, 2009

*Next Steps: Testing will continue for 60 days during which the model will be evaluated for efficiency and efficacy.*



**Recommendation:**

**GJ 18.2** The Grand Jury recommends that the cases be shown in a color code (e.g. green for good, yellow for cautionary, red for urgent and flashing red for immediate attention.)

**Action:**

**7.8 Completed** - See “Completed Action Items” section of the report.

## Priority Area 8 - Resources

### **Recommendations:**

**MGT 7.2** CPS should review its paper-based documentation requirements for social workers to determine if there are options to using paper documents (better use of CWS/CMS or using administrative staff to complete documentation, for example).

**MGT 8.1** CPS should work with the state and information technology units to identify possible improvements to the County's access to CWS/CMS. CPS should identify whether it is possible to provide more frequent updates so that managers have access to information in real time or have more current information that would allow them to better manage staff and allocate resources. CPS should also determine whether it can increase its use of CWS/CMS and decrease its use of paper documentation or alternative data systems (such as the Immediate Response Information System). CPS should also work with the state and County to determine if there are ways to "fast-track" the purchase of technology required by social workers to effectively manage cases while in the field.

**MGT 8.2** CPS should work with the state and information technology units to identify possible technology solutions to provide better access for social workers while they are in the field. This includes reevaluating the use of QuickPads or identifying alternative methods for access to data tools and CWS/CMS.

**MGT 2.1.1** As part of this planning process, CPS should incorporate a philosophy shift to allow the division to become a child-focused and fieldwork-based operation, instead of using a documentation-focused and deskwork-based model.

**MGT 2.1.2** By moving the emphasis to obtaining resources and modifying processes to allow social workers to spend more time in the field working directly with families and children and providing front-end services, the division should be able to reduce the number of children placed into protective custody and foster care and reduce casework at the back-end.

**GJ 24** CPS should investigate electronic devices that could improve social worker efficiency. Factors such as worker safety and client confidentiality should be considered.

**GJ 25** This system (tokens) should continue but annual reassessments should be conducted to evaluate its value, safety and security.

### **Actions:**

**8.1** CPS will implement an electronic (non-paper) service referrals process that will be supported by clerical staff and the CWS/CMS system. *During this reporting period, a new project lead was assigned to this item. The new lead is becoming familiar with the project and continuing with planning efforts.*

**Staff Responsible:** Dovie Hostetler, Program Planner

**Status:** In Progress

**Completion Date:** December 31, 2009

Next Steps: Obtain input from Program Specific Workgroups. Meet with fiscal services to complete authorization and payment process. Develop a procedure for making referrals electronically using the new form. Incorporate form into the CWS/CMS client notebook.

**8.2** CPS is working with the Juvenile Court and attorney groups to develop and implement a process for electronically transferring court related documents. *During the reporting period, discussions have continued with representatives from the Juvenile Court and Sacramento Child Advocates which have resulted in identifying parameters for additional testing.*

**Staff Responsible:** Melinda Lake, Division Manager  
**Status:** In Progress  
**Completion Date:** June 30, 2010

*Next Step: Implement expanded testing during the week of August 24. The Discovery Committee will meet again on September 10.*

**8.3 Completed** - See “Completed Action Items” section of the report.

**8.4** CPS will give social workers remote access to CWS/CMS, SDM and SafeMeasures using a mini-laptop computer and an internet connection via a Virtual Private Network (VPN). *CPS was originally planning to order 425 mini-laptops, but due to budget cuts that number has been reduced to 104. As a result of this reduction, only Emergency Response field workers will receive one. The mini-laptops, also known as NetBooks, were ordered on August 14 and were shipped to CPS two weeks later. A meeting took was held on August 24 to discuss the steps necessary to add necessary encryption software and to deploy the NetBooks.*

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** In Progress  
**Completion Date:** September 30, 2009

*Next Steps: Add encryption software, train staff and deploy NetBooks.*

**Recommendation:**

GJ 23 High priority should be given to purchasing and installing the (hotline) voice recorder system as soon as possible.

**Action:**

**8.5 Completed** - See “Completed Action Items” section of the report.

Priority Area 9 - Other

**Recommendation:**

GJ 32.2 Access to the case records in CWS/CMS of children who died, or were subject to a near-death situation, should be restricted to persons who demonstrate a legitimate need to see the case record.

**Action:**

**9.1 Completed** - See “Completed Action Items” section of the report.

## COMPLETED ACTION ITEMS

**1.1** The Department is engaging the Child Welfare League of America (CWLA) as a consultant to develop and implement a change management plan for Child Protective Services (CPS). CWLA is a well-known and respected organization with knowledge of child welfare issues and extensive experience helping governmental agencies improve child safety and related outcomes.

**Staff Responsible:** Ann Edwards-Buckley, Director  
**Status:** **Completed**  
**Completion Date:** June 2, 2009

**1.2** CWLA has appointed Dr. Andrew L. Reitz as capacity development manager to work closely with the CPS deputy director on the implementation of a change management plan. Dr. Reitz is the Director of Training and Professional Development for CWLA and, as such, provides a broad range of consultation services to CWLA member agencies throughout the country. His areas of expertise include agency program improvement efforts, change management, provision of intensive services to children and families, supervision and leadership and recruiting and retaining child welfare staff. Dr. Reitz has published over 35 journal articles, book chapters and book reviews and has made hundreds of presentations to professional audiences.

**Staff Responsible:** Ann Edwards-Buckley, Director  
**Status:** **Completed**  
**Completion Date:** June 2, 2009

**1.4** The plan to address the recommendations included in the MGT of America and Grand Jury reports has been developed and a progress report is being submitted to the Board of Supervisors every 30 days. This document represents the second such progress report and includes all components of the change management plan.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** **Completed**  
**Completion Date:** June 2, 2009

**1.5** The Board of Supervisors has directed CPS to provide a progress report every 30 days. The report includes action steps, staff responsible and completion dates. They also include data on performance indicators used to monitor improvement on safety measures. The first progress report was presented to the Board on June 2, 2009.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** **Completed**  
**Completion Date:** June 2, 2009

1.7 Funds were approved to contract with CWLA for the purpose of developing and implementing a change management plan.

**Status:** Completed  
**Completion Date:** June 2, 2009

2.2 A program specialist was hired to fill the remaining vacancy in the QA unit, and as a result, QA is now fully staffed. QA unit staff will continue to be focused primarily on QA activities.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** Completed  
**Completion Date:** March 15, 2009

2.3 The “Analytics for Child Welfare Administration” training was very successful with 41 staff participating. Due to the concepts and skills acquired in this training CPS staff are better able to incorporate data into management decision-making. In addition, CPS QA staff are revising the Systems Improvement Plan (SIP) to incorporate ideas and concepts learned at the training.

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** Completed  
**Completion Date:** July 2, 2009

2.5 A response to the Grand Jury report was presented by CPS to the Board of Supervisors on June 2, 2009. As reflected in that response, CPS concurs with most, but not all, of the findings and recommendations made by the 2009 Sacramento County Grand Jury. Consequently, those recommendations that CPS concurred with have been incorporated into the change management plan and are part of the progress reports presented to the Board of Supervisors every 30 days.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** Completed  
**Completion Date:** June 2, 2009

2.7 CPS has partnered with the Sacramento County Criminal Justice Cabinet to convene the Child Protective Services Response and Intervention Committee. This committee is comprised of representatives from law enforcement agencies, the District Attorney’s office, CPS and the juvenile court. The purpose of the committee is to ensure a coordinated and effective response to intervention for child abuse reports and investigations.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** Completed  
**Completion Date:** June 3, 2009

2.8 CPS management will strengthen efforts to increase access to both department operations and decision-making including participatory development of the Systems Improvement Plan and Self-Assessment.

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** Completed  
**Completion Date:** April 1, 2009

3.1 The Children's Research Center (CRC) in collaboration with CDSS, provided training to 40 staff from across the division entitled, "Signs of Safety". The training provided an assessment and planning protocol that supports the use of SDM tools and maps harm, danger, and complicating factors that are directly related to situations in which children are vulnerable or have been maltreated. Participants included social workers and supervisors from Emergency Response, Family Maintenance, Court Services, and Family Reunification. The Deputy Director, along with management and supervisory staff also attended a separate session designed to identify current organizational practice within the context of the Signs of Safety approach, and next steps.

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** Completed  
**Completions Date:** July 10, 2009.

3.2 SDM tools are based largely on accurate information gathered from families during the initial investigation. Sometimes such information may not be forthcoming. The Sacramento Sheriffs Department (SSD) will provide training on techniques used by law enforcement to obtain complete, accurate and truthful information from alleged suspects/perpetrators of child abuse, witnesses and other adults in the home. The training will be co-facilitated by an SSD academy certified trainer and prior child abuse detective along with a CPS supervisor. This training is being initially offered to ER and CS staff. Four training sessions were scheduled in July and two in early August. A total of 182 social workers attended the July and August sessions. Feedback from social workers was very positive. Another session will be scheduled in September.

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** Completed  
**Completion Date:** August 4, 2009

3.5 SDM tools are being completed accurately. A recent QA review of March 2009 assessments showed a high degree of accuracy for both safety and risk assessments. Accuracy will continue to be monitored through periodic QA reviews.

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** Completed  
**Completion Date:** June 30, 2009

3.6 QA staff attended a class on SDM case reading to support continuous quality improvement efforts. The concepts learned at the training enabled QA staff to modify the



QA review tool for used referrals. Also as a result of the training, QA staff developed a new tool for conducting reviews more efficiently.

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completions Date:** April 8, 2009.

**5.4** In an effort to facilitate the development and strengthening of partnerships with community providers, CPS has assigned areas of specialization to program planners. The areas of specialization include, mental health, physical and dental health, alcohol and drugs, education, resource families and faith community.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** **Completed**  
**Completion Date:** July 31, 2009

**6.1** In March 2009, CPS convened a Workforce Investment work group to look at issues related to recruitment, retention, recognition, training and staff support. The Workgroup is comprised of CPS management, Training and Staff Development, DHHS HR, labor organizations, the California State University and the UCD Northern California Training Academy. The work group has developed an action plan to address workforce issues.

**Staff Responsible:** Karen Parker, Program Planner  
**Status:** **Completed**  
**Completion Date:** June 19, 2009

**6.4** To improve communication between CPS and HR, and to proactively resolve any personnel related issues, a Human Resources manager attends the weekly DHHS Executive Management Team meeting. Any unresolved issues will be referred to and addressed by the administrators of the Countywide and Internal Services agencies.

**Staff Responsible:** Ann Edwards-Buckley, Director  
**Status:** **Completed**  
**Completion Date:** May 30, 2009

**6.5** HR allocated an additional personnel analyst position to work on CPS matters. Additional HR resources will be redirected as needed.

**Staff Responsible:** David Devine, Director of Personnel Services  
**Status:** **Completed**  
**Completion Date:** May 30, 2009

**6.6** DHHS will require director-level approval for all administrative leaves effective May 2009.

**Staff Responsible:** Ann Edward-Buckley, Director  
**Status:** **Completed**

**Completion Date:** May 30, 2009

**6.7** 163 CPS managers and supervisors attended a course on interactional supervision provided by the Northern California Training Academy. The course taught advanced skills of supervision and staff management.

**Staff Responsible:** Terry Clauser, Program Planner

**Status:** **Completed**

**Completion Date:** May 29, 2009

**6.11** Training records will be distributed quarterly to program managers and supervisors to be kept in the employee desk file.

**Staff Responsible:** Terry Clauser, Program Planner

**Status:** **Completed**

**Completion Date:** June 29, 2009

**6.12** Supervisors and social workers will review the training records quarterly for accuracy. Errors will be reported for correction.

**Staff Responsible:** Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Joni Edison, Monin Mendoza, Abraham Samuel, Roderick Howze, Stephen Wallach, Mary Tarro, Marian Kubiak, Nancy Marshall, Laura Williams, Stephanie Lynch, Program Managers

**Status:** **Completed**

**Completion Date:** June 29, 2009

**6.14** Two CPS program managers participated in the Northern California Training Academy's "Tools for Manager's Excellence" leadership program. The program, which started in September 2008 and ended in May 2009, included in-depth discussion of management related topics such as:

- Identifying personal strengths and weaknesses
- Supervision
- Productivity
- Data Analysis
- Fiscal Essentials
- SDM

Participating managers found the course very helpful in bridging the gap between being a supervisor and becoming a manager. In addition, they had an opportunity to interact with managers from other counties and exchange information and points of view.

**Staff Responsible:** Terry Clauser, Program Planner

**Status:** **Completed**

**Completion Date:** May 7, 2009

**6.15** Advanced SafeMeasures training was provided to all managers and supervisors to better understand data and develop a plan to use data proactively to ensure compliance.

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completion Date:** April 9, 2009

**6.16** The QA unit received advanced SafeMeasures training provided by the Northern California Training Academy. During this training, the QA unit learned about new tools available on SafeMeasures and became familiar with how programs are using SafeMeasures to monitor performance. The training also allowed QA to review the SafeMeasures usage plans developed by each program.

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completion Date:** April 9, 2009

**6.17** Every program has developed a usage plan for SafeMeasures data/reports. Division managers review SafeMeasures data with program managers during supervision. Program managers, in turn, do the same with supervisors.

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completion Date:** April 9, 2009

**7.5** CPS managers and supervisors received mandatory SafeMeasures Training and developed a plan for regularly reviewing the length of time cases are open. Supervisors review individual and aggregate caseloads to identify length of services open and risk level to ensure cases reach a timely disposition.

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completion Date:** April 30, 2009

**7.8** The Program Information Notice regarding IRIS use was updated on October 30, 2008 and training for all supervisors occurred in November and December 2008. Division managers require program managers to check IRIS daily and follow up with supervisors whenever a referral appears on IRIS. All referrals that appear on IRIS are urgent and require immediate attention. Managers provide continuous oversight by checking the system daily and following up with staff immediately when referrals are open to their programs.

**Staff Responsible:** Melinda Lake, Division Manager  
Kim Pearson, Division Manager  
Luis Villa, Division Manager  
**Status:** **Completed**  
**Completion Date:** December 31, 2008

**8.3** Management, supervisors and social workers have been provided with VPN remote access to CWS/CMS, SDM and SafeMeasures

**Staff Responsible:** Joni Edison, Program Manager  
**Status:** **Completed**  
**Completion Date:** June 15, 2009

**8.5** Voice recording system for the CPS hotline has been purchased and installed.

**Staff Responsible:** Joni Edison, Program Manager  
**Status:** **Completed**  
**Completion Date:** July 1, 2009

**9.1** Access to records has been restricted to staff having a legitimate need for the information.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** **Completed**  
**Completion Date:** May 2009

## **DEFERRED RECOMMENDATIONS**

**Recommendation:**

**MGT 1.10** Should the County fail to make measureable improvement or if the capacity development manager is unable to implement recommendations, the County Board should escalate its level of involvement to ensure the County makes sufficient efforts timely.

**GJ 1.1** The Board of Supervisors conduct a thorough assessment of the performance of HHS and CPS management. These administrators must demonstrate more than subject matter expertise. They must demonstrate ability to ignite enthusiasm of CPS supervisory and rank and file professionals and exhibit the creative energy and management skill necessary to lead CPS in the challenges ahead.

**Response:**

The above recommendations pertain to the Board of Supervisors.

**Recommendation:**

**GJ 26** The County should expand this age group to five and under. With this change in place any child who is not of school age would require 24-hour response.

**Response:**

At this time there is no indication from the Children's Research Center that change in the age range would increase safety with children 0-5.

**Recommendation:**

**GJ 28** Whenever there is prior history of physical abuse or domestic violence, the response should be 24 hours or less.

**Response:**

The physical abuse response priority tree provides for a 24-hour response when indicated.

**Recommendation:**

**MGT 5.2** CPS should appoint a manager-level person as the community partner outreach focal point. This staff person would be responsible for developing relationships and synergies with other governmental agencies and community-based organizations so CPS obtains the support it needs and leverages other agencies' strengths to reduce workloads for CPS staff.

**Response:**

At this time, all managers are responsible for conducting community outreach.

**Recommendation:**

**MGT 5.3** CPS should form MOUs with the community-based organizations and other governmental entities to delineate expectations and roles for both CPS and external agencies.

**Response:**

CPS already has in place over 60 MOUs with community organizations which are being updated as necessary.

**Recommendation:**

**MGT 5.4** Periodically, but at least annually, CPS should solicit feedback from external agencies on the quality of CPS staff's interaction with these entities, and should also, in turn, provide feedback to the agencies on how their staff have interacted with CPS.

**Response:**

Management is reviewing options for improved communications with stakeholders and staff.

**Recommendation:**

**MGT 5.5** CPS should identify "front-end" work (voluntary training or programs for families and children) that it can offer in conjunction with external agencies and that has the possibility of reducing the number of cases coming into the child welfare system. CPS should allocate staff to research what other counties are doing to assist families in their communities and pilot best practice programs that will assist families and prevent them from entering the child welfare system.

**Response:**

CPS has created many links to community partners so that families can be appropriately referred to community-based services.

**Recommendation:**

**MGT 6.3** CPS should create a social worker rotation schedule that would allow social workers to rotate into different programs on an ad-hoc or periodic basis. This environment would build the pool of social workers who are cross-trained on multiple programs, and would also allow CPS flexibility in moving resources to those units with excessive cases or referrals.

**Response:**

Social workers enjoy a lot of mobility between programs and CPS has been able to tap out-of-program experts when needed.

**Recommendation:**

**GJ 9** An alternative organizational structure, which would provide more efficient HR disciplinary support to CPS, should be considered.

**Response:**

Do not concur with recommendation GJ 9.

**Recommendation:**

**MGT 8.3** Additionally, if functional alternative technologies exist, such as the use of Dragon Naturally Speaking that can replace outdated modes (such as the use of transcriptionists), the division should prepare a budget request to obtain the resources

needed to purchase these technology items. This budget request should include the savings available eliminating positions as a result of the improved efficiencies.

**Response:**

Management is looking at voice-activated computer capabilities to expedite writing of documents.

**Recommendation:**

**MGT 8.4** CPS should develop a computer-based vehicle booking system and should centralize that system based on location rather than on program.

**Response:**

Implementation of recommendation MGT 8.4 requires funding which is not available at this time.

**Recommendation:**

**MGT 8.5** CPS should work with the County motor pool to identify ways to increase access to reliable vehicles for CPS staff.

**Response:**

Management will revisit this recommendation at a later time.

**Recommendation:**

**GJ 17.1** All CPS personnel should be required to pass software proficiency examinations

**Response:**

Proficiency in the use of required software will be assessed throughout the probationary period and during annual evaluations.

**Recommendation:**

**GJ 8.3** Supervisors should be held accountable for keeping an active up-to-date file on employees as mandated in the County Discipline Manual.

**Response:**

Maintenance of a desk file for each subordinate will be a goal on supervisors and managers performance evaluations.

**Recommendation:**

**MGT 7.4** CPS should work with the Juvenile Court system to identify what documentation or items the court actually needs at various hearings. CPS should develop templates that align with Juvenile Court needs and train social workers on using these templates. These actions should ensure that court reports are more streamlined and direct and contain only that which is directly relevant and needed, while reducing report creation time frames for social workers.

**Response:**

Management is looking at options to work with the court on standardizing documentation.

**Recommendation:**

**GJ 17.2** Proper software utilization by all personnel should be assessed monthly.

**Response:**

Staff proficiency in necessary computer applications will be assessed via performance evaluations.

**Recommendation:**

**GJ 18.3** The IRIS program should be modified to automatically send emails to the appropriate program manager, the division manager and the CPS director and when any case is red or flashing red.

**Response:**

CPS will review this issue with IT to determine if this is possible.

**Recommendation:**

**GJ 19.1** Changes should be made (to the CWS/CMS system) that will not allow deleting, but will require strikeouts and additional comments.

**Response:**

CPS will forward recommendation GJ 19.1 to the State CWS/CMS Project for consideration.

**Recommendation:**

**GJ 19.2** Create an identifying log (in CWS/CMS) that records author and date of any changes.

**Response:**

CPS will forward recommendation GJ 19.2 to the State CWS/CMS Project for consideration.

**Recommendation:**

**GJ 31.1** The County Board of Supervisors should request the State Legislature amend the appropriate sections of the Penal Code to authorize such detention.

**Response:**

Do not concur with recommendation GJ 31.1.

**Recommendation:**

**GJ 31.2** Sacramento County should be designated as a Pilot Project County to establish and evaluate the efficacy of detaining children at possible risk.

**Response:**

Do not concur with recommendation GJ 31.2.

**Recommendation:**



**GJ 32.1** The County Board of Supervisors should request the State Legislature amend Welfare and Institutions Code 827 to include the Grand Jury in the list of “Persons Authorized to View Juvenile Records without a Petition or Court Order.”

**Response:**

This issue will be presented to the Board of Supervisors for possible inclusion in the 2010 Legislative Platform.

## PERFORMANCE INDICATORS

The graphs below show CPS performance compared to the California statewide average and the state goal (when applicable).

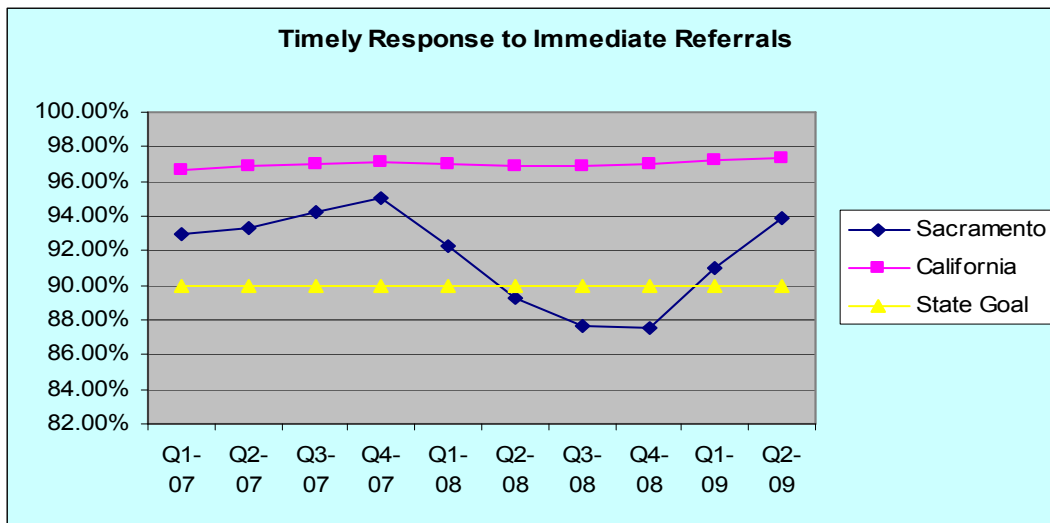
### 1. Timely Response to Immediate Referrals

*There was a slight decrease on this measure from 96.1% during the previous period to 95.5% currently. Despite the decrease, Sacramento continues to perform significantly above the state goal. The graph below shows an improvement trend on this measure since the fourth quarter of 2008.*

At the request of the Board, the graph for this measure represents a one year moving average.

	Second Quarter of 2009*
Sacramento's Performance	95.5%
California Statewide Average	97.4%
California State Goal	90%

\*SafeMeasures Data



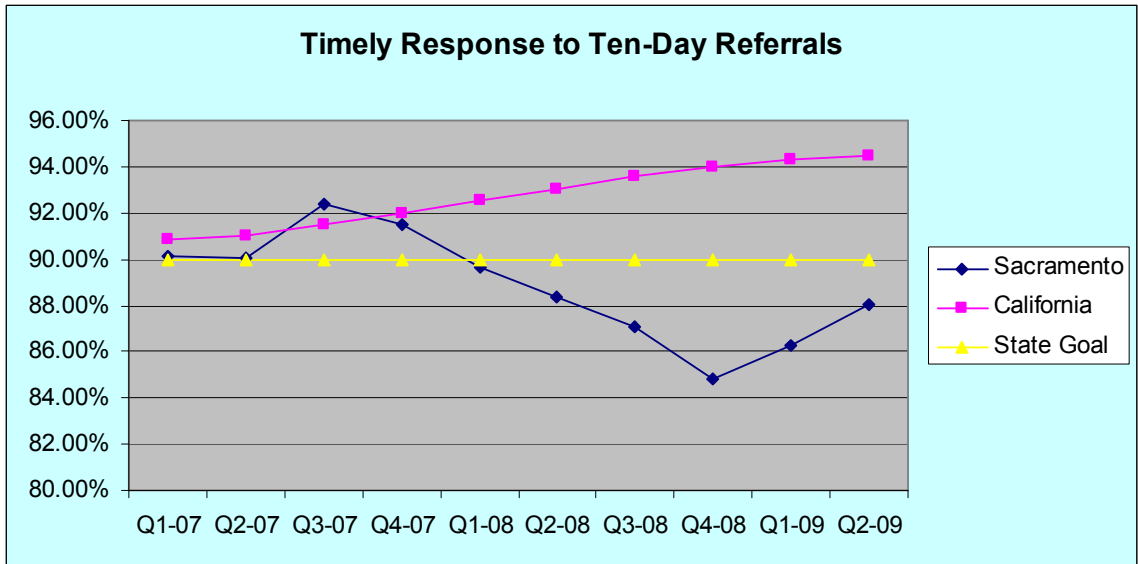
### 2. Timely Response to Ten Day Referrals

*Sacramento improved its performance on this measure from 91.3% during the previous period, to 93.2% this period. In fact, Sacramento has performed above the state goal for the entire first half of 2009. The graph below shows a positive trend on this measure beginning in the fourth quarter of 2008.*

At the request of the Board, the graph for this measure represents a one year moving average.

	Second Quarter of 2009*
Sacramento's Performance	93.2%
California Statewide Average	94.8%
California State Goal	90%

\*SafeMeasures Data



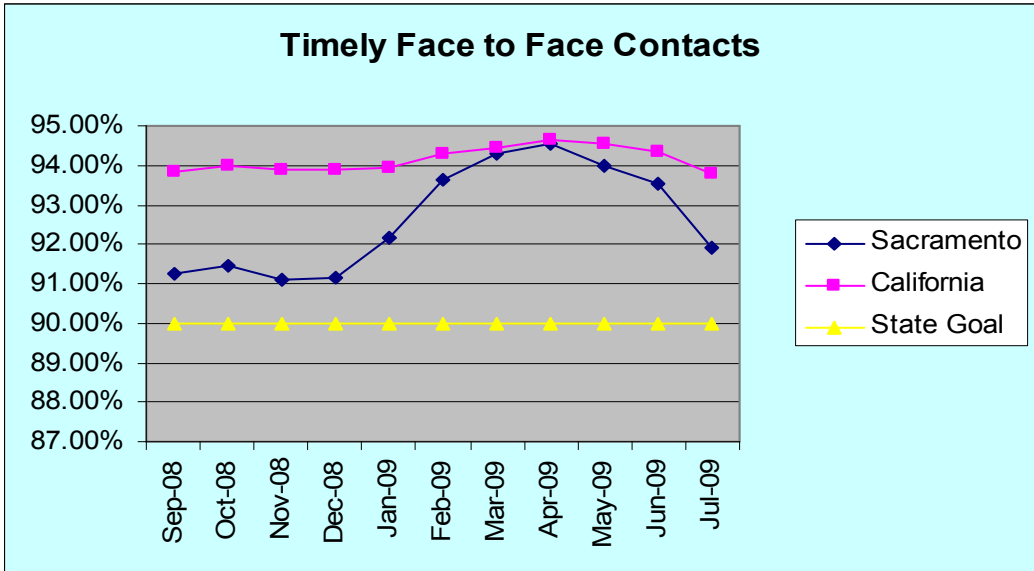
### 3. Timely Face to Face Contacts

*Sacramento experienced a decrease on this measure from 92.9% in June to 89.7% in July. This is the first time, since August 2008, that performance on this measure has been below the state goal. The graph below shows a decreasing trend on this measure starting in April of this year.*

The graph for this measure represents a three-month moving average.

	July 2009*
Sacramento's Performance	89.7%
California Statewide Average	93.2%
California State Goal	90%

\*SafeMeasures Data



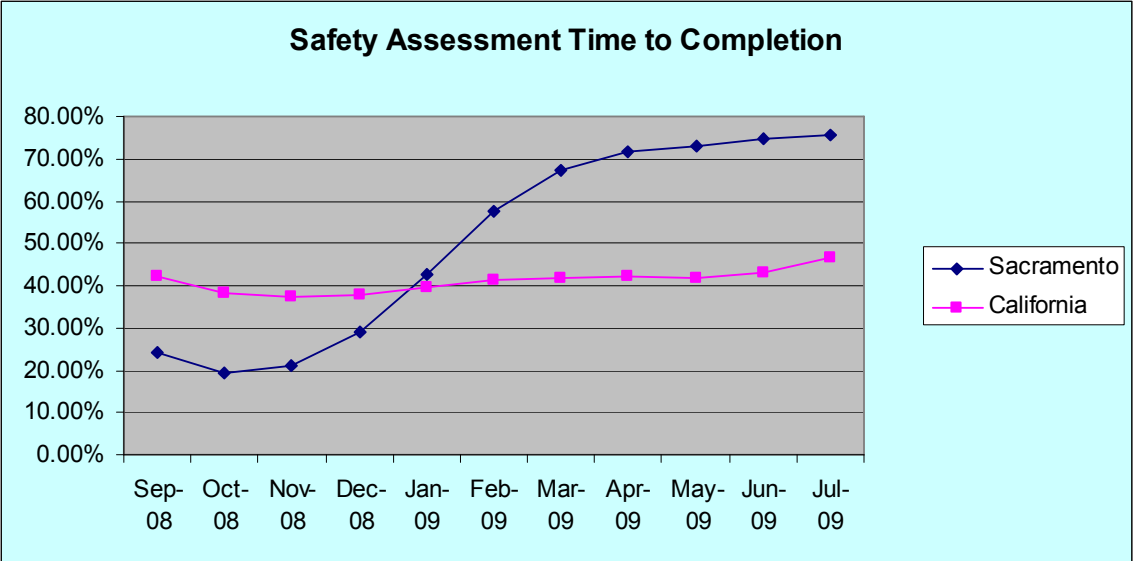
4. SDM Safety Assessments

*Timely completion of safety assessments decreased from 76.9% in June to 75% in July. Despite this decrease, the overall trend for this measure shows a dramatic increase starting in November of last year. In addition, Sacramento’s performance has been consistently above the statewide average since January of this year. There is no state goal for this measure.*

At the Board’s request, the graph below represents a three-month moving average.

	July 2009*
Sacramento’s Performance	75%
California Statewide Average	51.5%

\*SafeMeasures Data



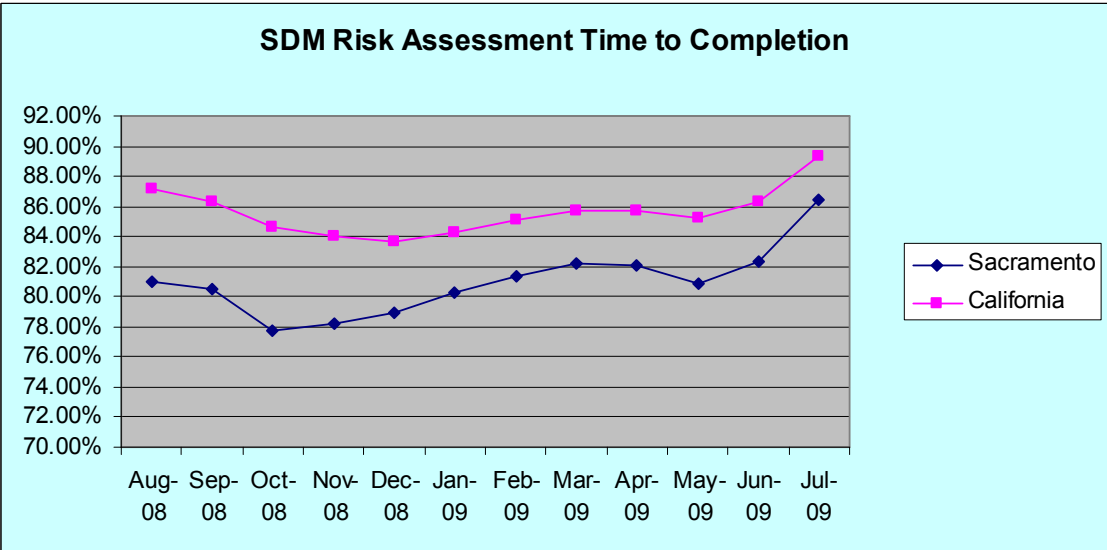
5. SDM Risk Assessments

*Sacramento made strong gains on this measure from 86.4% during the previous period to 92.9% during the current period. While Sacramento continues to perform below the statewide average, the graph below shows the gap is narrowing. There is no state goal for this measure.*

The graph below represents a three-month moving average.

	July 2009*
Sacramento's Performance	92.9%
California Statewide Average	94.3%

\*SafeMeasures Data



6. Sacramento's Performance Relative to Comparison Counties (for the most recent period)

<b>Measure</b>	<b>Sacramento</b>	<b>Fresno</b>	<b>Santa Clara</b>	<b>San Diego</b>	<b>San Joaquin</b>	<b>Riverside</b>
Timely Response to Immediate Referrals	95.5%	99.1%	98.1%	96.9%	99.6%	98.8%
Timely Response to 10-Day Referrals	93.2%	94.0%	90.1%	95.2%	96.1%	95.8%
Face to Face Contacts	89.7%	88.7%	94.9%	94.1%	93.5%	98.3%
Completion of SDM Safety Assessment	75%	38.4%	N/A	57%	56.1%	66.9%
Completion of SDM Risk Assessments	92.9%	98%	N/A	89.9%	97.7%	95.1%