

Child Protective Services Progress Report
December 7, 2010

INTRODUCTION

In 2009, as a result of reviewing and subsequently adopting the majority of the MGT and Grand Jury recommendations, the Sacramento County Board of Supervisors directed the Department of Health and Human Services Child Protective Services (CPS) to submit monthly progress reports. The Board subsequently changed the reporting frequency to every two months. In addition to reporting on the implementation of the MGT and Grand Jury action items, recent progress reports also include information about the status of the CPS reorganization.

The CPS reorganization aims at responding more effectively and efficiently to the needs of children and families by eliminating excessive case transfers. It includes the following components: Emergency Response workers carrying cases through the Detention hearing; one primary worker per child/family for the life of the case; four regions aligned with the four major school districts; and combined teams of social workers to support information sharing, integrated service provision and enhanced accountability. The first phase of the reorganization involved moving the Dependent Intake duties to the Emergency Response units and extending the role of the Emergency Response worker through the Detention hearing. This initial phase was implemented on March 24, 2010.

CPS is now actively planning for and rolling out Phase II, which includes one worker per child/family, regionalization and combined teams. The roll out is taking place in steps. On October 4, 2010, Family Reunification workers started to be assigned to cases at the Detention hearing in order to engage families sooner - the beginning of one worker per child/family. At the end of October 2010, 18 Family Reunification workers and six Permanency Services workers are moving to the office in the North area to be closer to the families and the community that they will serve – the beginning of regionalization and combined teams.

The next steps will be combining Family Reunification with Permanency Services duties and moving workers to CPS's East and Central/South offices. CPS is planning to fully implement phase II by March 2011.

The final phase of the reorganization entails adding the support of a secondary worker that will focus on achieving permanency for children via reunification, guardianship or adoption. This phase is still in the planning stages and is targeted for implementation in June 2011.

REPORT FORMAT

This is the tenth progress report submitted and it follows the format recommended and approved by the Board. Performance indicators, showing data on CPS' performance on selected safety measures, are listed first. Next are prioritized recommendations followed by the action items implemented. Because some recommendations are very similar, there are instances in which one or more action items address multiple recommendations. The tables below provide a breakdown of MGT and Grand Jury Recommendations.

	<i>MGT Recommendations</i>	<i>Grand Jury Recommendations</i>	<i>Total</i>
<i>Prioritized</i>	53	41	94
<i>Not Selected for Implementation</i>	2	8	10
<i>Total</i>	55	49	104

	<i>Action Items*</i>	<i>Percentage</i>
<i>Completed</i>	63	83%
<i>In Progress</i>	12	16%
<i>On Hold</i>	1	1%
<i>TOTAL</i>	76	100%

*The number of action items does not match the number of recommendations above because, in most cases, one or more action items address multiple recommendations.

Previous reports included additional sections on action items completed and recommendations not selected for immediate implementation (deferred). Those sections are no longer part of the body of the report. Instead, they can be found on the attached work plan, which lists prioritized and deferred recommendations as well as action items. In addition, the work plan indicates whether action items have been completed or are in progress and provides completion date and name of assigned staff.

Please note that Italics have been used to indicate updated text.

PERFORMANCE INDICATORS

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

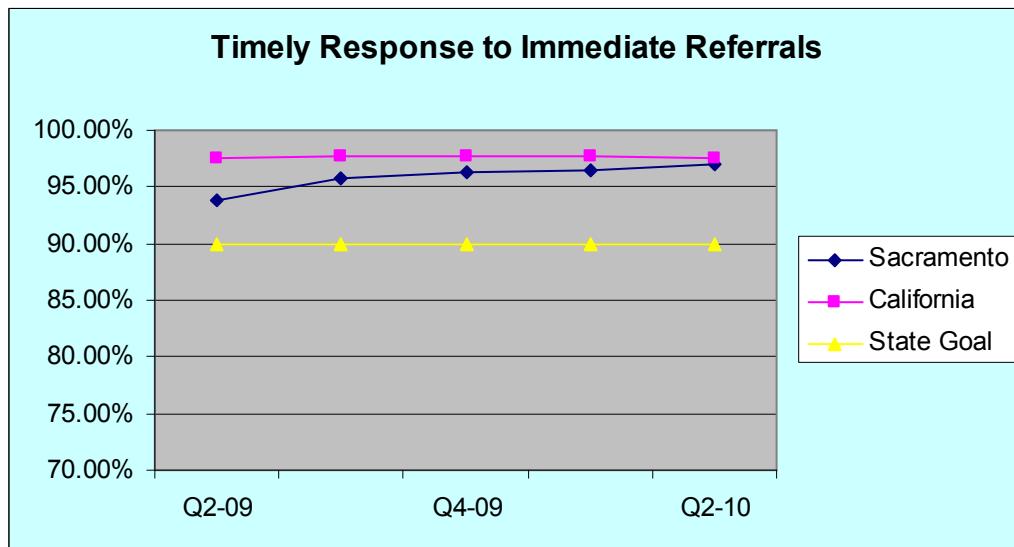
1. Timely Response to Immediate Referrals

This measure continues to improve, increasing from 95.5% in the second quarter of 2009 to 97.5% in the second quarter of 2010. This is the seventh consecutive quarter Sacramento has exceeded the California State Goal. This is also the first quarter in which Sacramento's performance exceeds the statewide average on this measure.

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

	Second Quarter of 2009*	Second Quarter 2010*
Sacramento's Performance	95.5%	97.5%
California Statewide Average	97.8%	96.9%
California State Goal	90%	90%

*SafeMeasures Data



2. Timely Response to Ten Day Referrals

Performance on this measure decreased from 93.2% in the second quarter of 2009 to 90.5% in the second quarter of 2010. While Sacramento's performance on this measure meets the California State Goal, it is below the statewide average.

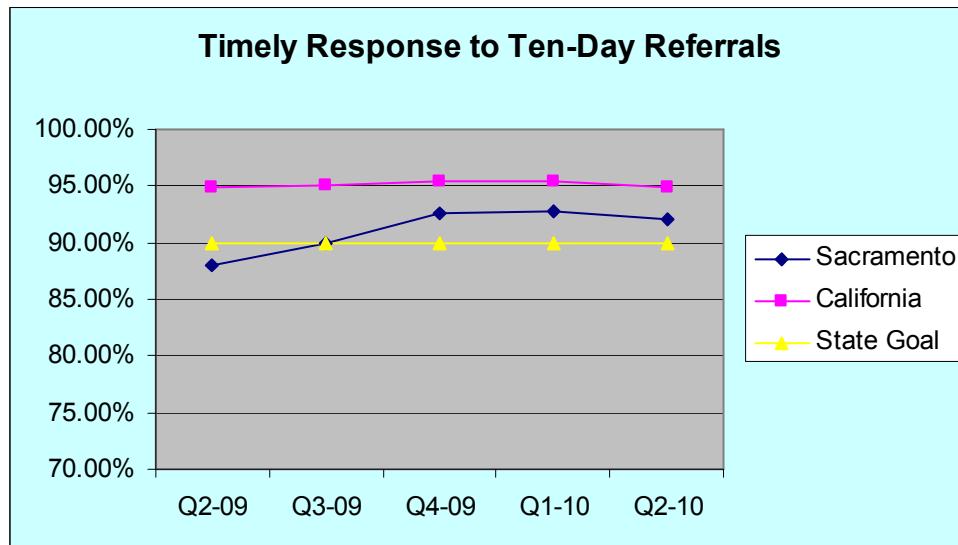
Sacramento has been performing below the statewide average on this measure since the second quarter of 2007.

Attachment A

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

	Second Quarter of 2009*	Second Quarter 2010*
Sacramento's Performance	93.2%	90.5%
California Statewide Average	95.6%	93.7%
California State Goal	90%	90%

*SafeMeasures Data



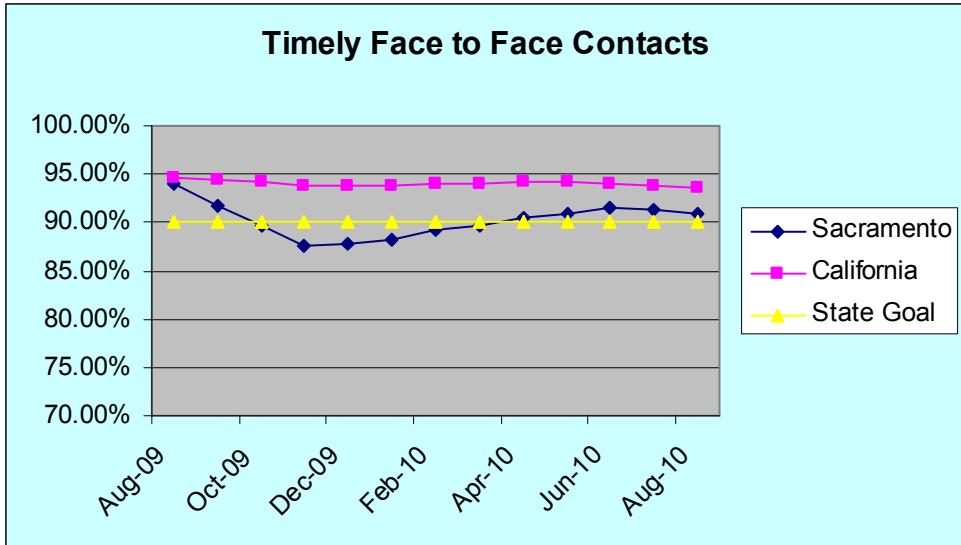
3. Timely Face to Face Contacts

Sacramento's performance on this measure has decreased from 93% in August 2009 to 90.3% in August 2010. Sacramento has been performing above the California State Goal since March of 2010.

At the request of the Board, the graph for this measure represents a three-month moving average.

	August 2009*	August 2010*
Sacramento's Performance	93%	90.3%
California Statewide Average	94.6%	93.1%
California State Goal	90%	90%

*SafeMeasures Data

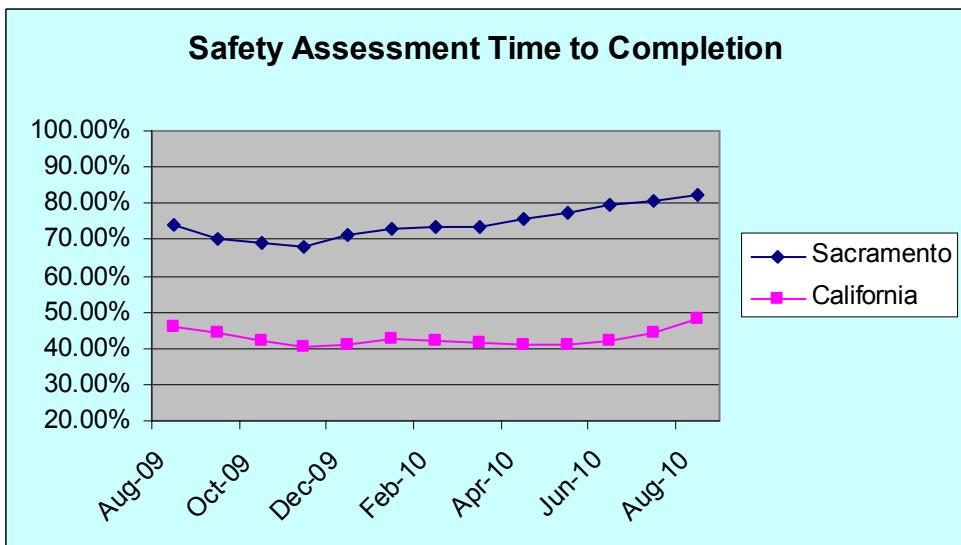


4. SDM Safety Assessments

Sacramento continues to make steady improvement on this measure, from 74.1% in August 2009 to 82.7% in August 2010. This is an increase of nearly ten percentage points in one year. Sacramento has been performing above the statewide average on this measure since December 2008. Sacramento is also performing better than all comparison counties on this measure (see table at the bottom of page 6). There is no state goal for this measure. At the Board's request, the graph below represents a three-month moving average.

	August 2009*	August 2010*
Sacramento's Performance	74.1%	82.7%
California Statewide Average	45.3%	52.3%

*SafeMeasures Data

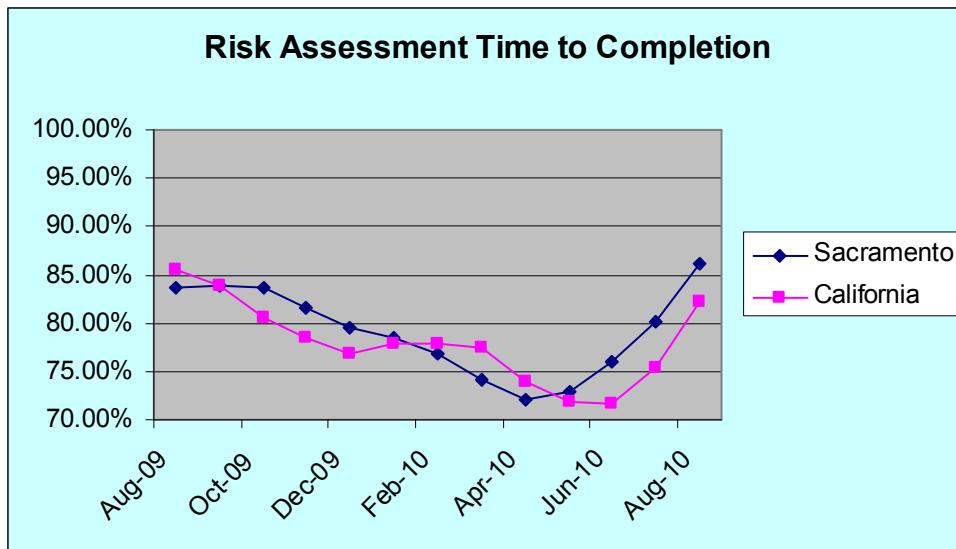


5. SDM Risk Assessments

Performance on this measure has improved from 83.7% in August 2009 to 87.67% in August 2010. After dipping below the statewide average in the earlier part of the year, Sacramento made a turn around and has been performing above the statewide average since May 2010. There is no state goal for this measure. At the Board's request, the graph below represents a three-month moving average.

	August 2009*	August 2010*
Sacramento's Performance	85.1%	93.4%
California Statewide Average	83.5%	91.3%

*SafeMeasures Data



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

Measure	Sacramento	Fresno	Santa Clara	San Diego	San Joaquin	Riverside
Timely Response to Immediate Referrals	97.5%	98%	96.6%	95.9%	97.2%	99.4%
Timely Response to 10-Day Referrals	90.5%	87.9%	89.3%	93.8%	97.3%	96.1%
Face to Face Contacts	90.3%	92.5%	94.1%	91.9%	92.1%	97.8%
Completion of SDM Safety Assessment	82.7%	31.8%	N/A	59.9%	66.8%	75.1%
Completion of SDM Risk Assessments	93.4%	96.1%	N/A	87.6%	90.1%	94%

PRIORITIZED RECOMMENDATIONS

Priority Area 1 – Overarching

Recommendations under Priority Area 1 have been addressed and all action items have been completed.

Priority Area 2 - Management and Oversight

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.

CPS management continues to respond to requests for information received from the Grand Jury and continues to meet with them on a regular basis.

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:

2.9.1 There are two types of “front end” TDMS: Imminent Risk and Emergency Removal TDMS. Emergency Removal TDMs take place after a child has been removed due to emergent circumstances. While Imminent Risk (child is at risk of placement) TDMs have already been fully implemented, Emergency Removal TDMs have not. For this reason, a sub-committee was convened to focus on the implementation of Emergency Removal TDMs. *The work of the subcommittee will focus on aligning Emergency Response TDMs with the new case carrying practice model.*

Staff Responsible: Karen Parker, Program Planner

Status: In Progress

Completion Date: December 31, 2010

Next Steps: The subcommittee will meet to finalize implementation plan. Meetings with labor organization will also be scheduled.

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:

3.3 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. Coordinating and monitoring the use of the SDM tools is an ongoing activity which will continue to bolster SDM assessments in all appropriate programs.

Staff Responsible: Paula Christian, Program Planner

Status: In Progress

Completion Date: On Going

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. *To hasten progress, the project was reorganized so that staff writing the policies and procedures are accountable to their respective division managers. Laura Williams will continue to edit the documents and provide technical assistance to the writers. During this reporting period, two previously posted policies and procedures were revised and thirteen new ones are under development.*

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

Status: In Progress

Completion Date: December 31, 2011

Priority Area 5 – Community Outreach

Recommendation:

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

Action:

5.3 CPS continues to provide joint response to referrals in partnership with Birth and Beyond Family Resource Centers. In February 2009, joint response was expanded to all eight Family Resource Centers. Since then, the number of referrals receiving a joint response has increased dramatically. *During the reporting period, Birth & Beyond Planners have conducted multiple trainings for Emergency Response, Court Services and Family Reunification staff. The Birth & Beyond sites are now funded by the First 5 Sacramento Commission.*

Staff Responsible: Nancy Marshall, *Program Planner*

Status: In Progress

Completion Date: On Going

Data: From July 1 to September 30, 2010 there were 153 CPS differential response referrals to Birth & Beyond and 41 closed-case (aftercare) referrals. The Birth & Beyond sites have completed 83 joint home visits during the same time period.

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.

Action:

5.8 The CPS reorganization will result in the formation of four regions which will serve the four major school districts: Twin Rivers School District (North); Elk Grove School District (South); San Juan School District (East); Sacramento City School District (West). *The North Region is now complete with the addition of one unit of social workers and one supervisor from Permanency Services. All staff identified for the North Region are scheduled to move at the end of October. Requests for volunteers to complete staff assignments for the remaining three regions have been posted and the deadline for staff to volunteer was October 1.*

Staff Responsible: Terry Clauser, Program Planner
Karen Parker, Program Planner

Status: In Progress

Completion Date: March 31, 2011

Next Step: Finalize staff assignments for the remaining three regions.

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.

Action:

5.9 CPS continues to develop MOUs with community partners and governmental entities. MOUs currently under development include: HEARTS for Kids program MOU with Sacramento County Public Health, and Behavioral Health Services; MOU with the Mexican Consulate; and MOUs with various law enforcement agencies. The MOU with the Mexican Consulate has been executed as of July 1, 2010 and will remain in effect through June 30, 2013. *The HEARTS for Kids program MOU has been finalized and is being routed for signature. The MOUs with law enforcement agencies are undergoing revision.*

Staff Responsible: Alicia Blanco, Program Planner
Martha Haas, Program Planner
Karen Parker, Program Planner

Status: In Progress
Completion Date: On Going

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.

Action:

5.6 To strengthen partnerships, the deputy director and division managers are inviting community partners to meet with them for one hour every week to discuss provision of services, identify new opportunities for partnering and troubleshoot barriers to collaboration. *During the reporting period, the deputy director and division managers met with 31 representatives from various community agencies including, the Children's Receiving Home, the Child Abuse Prevention Center (CAPC), Sacramento Child Advocates, the Child Welfare Services Oversight Committee, Community Care Licensing, Stanford Home for Children and Kaiser Permanente. The purpose of the meeting was to keep partner agencies informed of CPS's improvement efforts and to develop mechanisms for collaboration.*

Staff Responsible: Laura Coulthard, Deputy Director

Status: In Progress

Completion Date: On Going

Priority Area 6 – Human Resources

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 process continues. *A total of 110 (26%) of the 418 performance evaluations due between January and August 2010 have been completed. Monthly status reports are now sent to division managers indicating progress completing performance evaluations within their respective divisions. These reports will help monitor compliance.*

Staff Responsible: Terry Clauser, Program Planner

Status: In Progress

Completion Date: June 30, 2011

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.

Action:

6.18 The CPS reorganization will create combined teams of social workers who will contribute their expertise to the management of the case. These combined teams will include Emergency Response and Dependency workers, ensuring a smooth transition of the case and allowing both social workers to thoroughly share all information relevant to the case. The Dependency workers will have the support of workers specialized in permanency (guardianship, placement and adoptions). In this way, staff resources will be used more efficiently. *Because of the focus on vertical case management (one worker per child) combined teams were not addressed during this reporting period.*

Staff Responsible: Terry Clauser, Program Planner
Karen Parker, Program Planner

Status: In Progress

Completion Date: March 31, 2011

Next Step: The composition and definition of combined teams will be further detailed, once the vertical case management model is finalized.

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 ad 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. A Meet and Confer date has not been scheduled yet for the remaining programs due to scheduling conflicts with other priorities. However, although this issue is a priority, due to the reorganization that is currently underway, it appears prudent to wait and examine how the reorganization will alter the leveling plans.

Staff Responsible: Melinda Lake, Division Manager
Kim Pearson, Division Manager
Luis Villa, Division Manager
Status: *On Hold*
Completion Date: *July 1, 2010*

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.

MGT 4.2.2 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:

7.6.1 In an effort to eliminate excessive handoffs, reduce duplication and respond more efficiently to the needs of families, the CPS Division has embarked on a reorganization effort that includes the following components: Emergency Response workers carrying cases through the Detention hearing; one worker per child; four regions serving the four major school districts; and combined teams of social workers. The first phase of the reorganization involved combining Dependent Intake with Emergency Response and extending the role of the Emergency Response worker to the Detention hearing. This initial phase was completed on March 24, 2010. *The second phase of the reorganization will occur in stages to facilitate implementation. The first stage is the assignment of the Family Reunification social worker at the Detention Hearing. This change became effective on October 4 and will facilitate early engagement of families in services. The social worker assigned at the Detention Hearing will be the social worker for the family during the length of their stay in the child welfare system.*

Staff Responsible: Karen Parker, Program Planner
Terry Clauser, Program Planner

Status: In Progress

Completion Date: March 31, 2011

Next Step: Finalize roles and activities of the ongoing social worker and the secondary social workers. Meet with labor organizations to implement a test region to combine Family Reunification and Permanency Services.

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.

During the reporting period, the team met weekly to discuss implementation issues. The team analyzed the specific roles of the social workers in the unit and developed a proposal to increase efficiency by merging roles. The proposal also aims at providing a child worker to every child that comes into the system. We are working with labor to

Attachment A

move this proposal forward. The CPSU continues to provide services 7 days a week. In addition, testing in the Family Reunification program begins in late October with full implementation anticipated in the program by Mid-December.

Staff Responsible: Niku Mohanty, Program Planner

Status: In Progress

Completion Date: December 31, 2010

Data: the tables below provide CPSU data for the period starting August 17th and ending September 25th.

	<i>Children</i>	<i>Families</i>
<i>Total Participants</i>	66	44
<i>Relatives Assessed</i>	35	33

<i>Placements as a result of involvement by the Child Worker</i>		
	<i>Children</i>	<i>Percent</i>
<i>Parent (non-detaining petition)</i>	0	0%
<i>Initially with Relative</i>	28	42.4%
<i>County Foster Home</i>	8	12.1%
<i>Foster Family Agency</i>	9	13.7%
<i>Children's Receiving Home</i>	16	24.2%
<i>Other (i.e. Hospital, Crisis Nursery)</i>	5	7.6%

Priority Area 8 - Resources

Recommendations under Priority Area 8 have been addressed and all action items have been completed.