

**Child Protective Services Progress Report  
September 28, 2010**

**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. However, on September 22, 2009, in light of impending staff reductions, the Board recommended CPS not provide a report in October or December.

*This is the ninth 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 to address them. Because some recommendations are very similar, there are instances in which one or more action items address multiple recommendations. The table below provides 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

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. *The table below provides a breakdown of action items.*

	<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). Beginning with this report, those sections will no longer be part of the body of the report. Instead, they will appear 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.

The work reflected on this report will undoubtedly be affected by the *current* budget shortfall and *on-going* staff reductions. The possible loss of additional staff is particularly concerning in light of the fact that CPS already lost 335 *positions as of the beginning of FY 2010/11*.

*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).

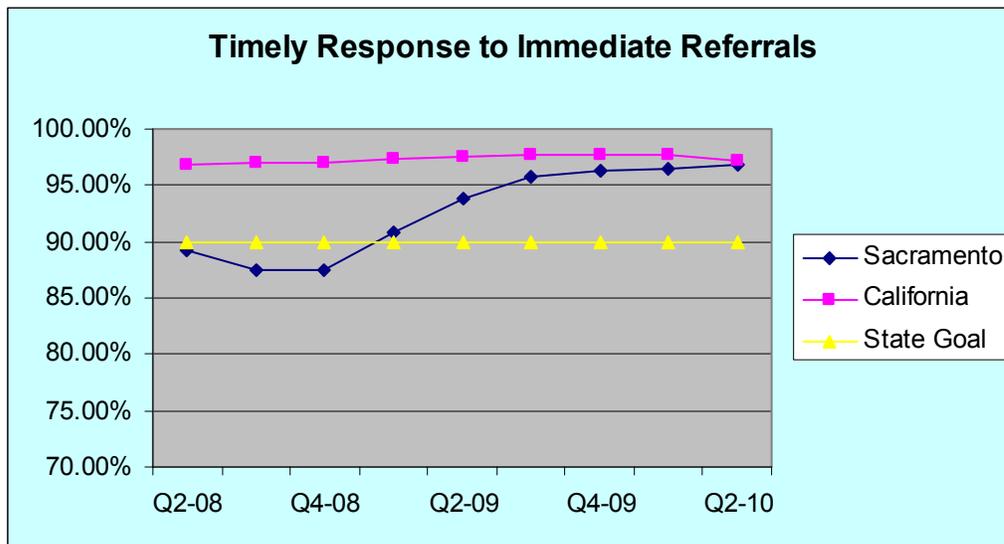
1. Timely Response to Immediate Referrals

*The overall trend for this measure continues to be positive. The raw data shows improvement from 95.5% in the second quarter of 2009 to 97.1% in the second quarter of 2010. This is the first quarter since 2007 that CPS performance exceeds the statewide average on this measure. CPS performance has now been above the state goal for seven consecutive quarters.*

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

	Second Quarter of 2010*	Second Quarter 2009*
Sacramento’s Performance	97.1%	95.5%
California Statewide Average	96.1%	97.8%
California State Goal	90%	90%

\*SafeMeasures Data



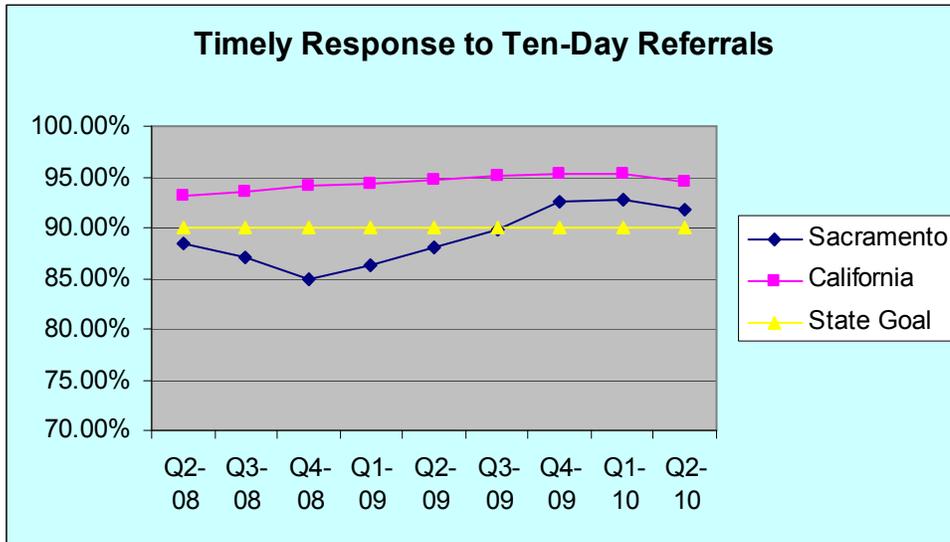
2. Timely Response to Ten Day Referrals

*During this reporting period, CPS performance on this measure decreased from 93.2% in the second quarter of 2009 to 89.8% in the second quarter of 2010. While this performance is below the statewide average, it does meet the state goal. CPS performance on this measure has been at or above the state goal for six consecutive quarters.*

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

	Second Quarter of 2010*	Second Quarter 2009*
Sacramento's Performance	89.8%	93.2%
California Statewide Average	92.2%	95.6%
California State Goal	90%	90%

\*SafeMeasures Data



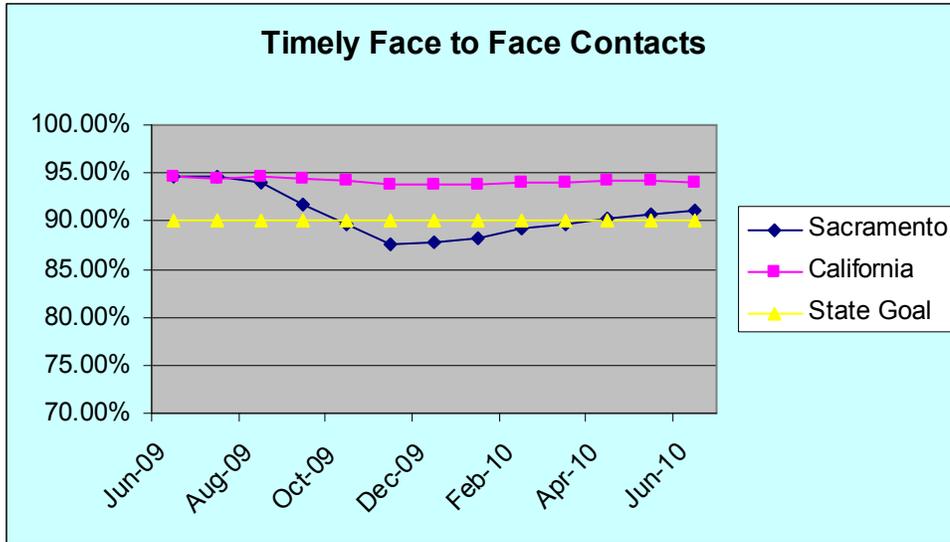
3. Timely Face to Face Contacts

*Performance on this measure decreased from 94.9% in June 2009 to 91.0% in June 2010. However, CPS has been performing above the state goal on this measure since March 2010. This is a remarkable recovery given the number of social workers lost as a result of budget cuts.*

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

	June 2010*	June 2009*
Sacramento's Performance	91.0%	94.9%
California Statewide Average	93.8%	94.6%
California State Goal	90%	90%

\*SafeMeasures Data



4. SDM Safety Assessments

*Performance on this measure improved significantly from 75.9% in June 2009 to 84.3% in June 2010. CPS performance continues to be much better than the statewide average. CPS has been performing above the statewide average since December 2008. Sacramento is also performing better than all comparison counties on this measure (see table below).*

There is no state goal for this measure. At the Board’s request, the graph below represents a three-month moving average.

	June 2010*	June 2009*
Sacramento’s Performance	84.3%	75.9%
California Statewide Average	46.5%	45.2%

\*SafeMeasures Data



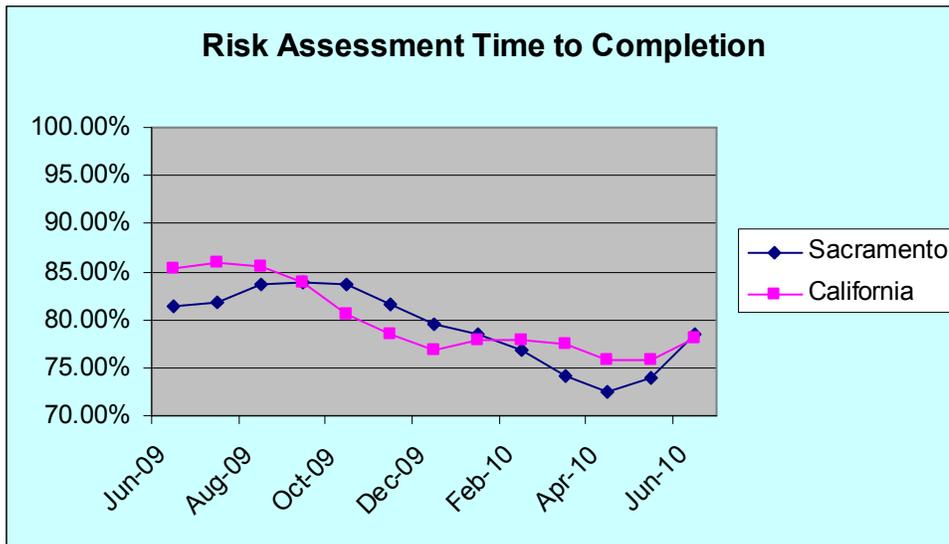
5. SDM Risk Assessments

*This measure shows little change from 84.1% in June 2009 to 84.5% in June 2010. This is the second consecutive month this year in which CPS's performance exceeds the statewide average.*

There is no state goal for this measure. At the Board's request, the graph below represents a three-month moving average.

	<i>June 2010*</i>	<i>June 2009*</i>
Sacramento's Performance	84.5%	84.1%
California Statewide Average	82.2%	87.0%

\*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	97.1%	98.0%	96.6%	94.9%	97.2%	99.2%
Timely Response to 10-Day Referrals	89.8%	87.6%	88.8%	92.2%	97.3%	95.5%
Face to Face Contacts	91.0%	93.5%	95.9%	94.6%	93.5%	98.3%
Completion of SDM Safety Assessment	75.9%	34.4%	N/A	52.2%	55.4%	65.7%
Completion of SDM Risk Assessments	84.10%	93.0%	N/A	77.7%	88.9%	83.8%

**PRIORITIZED RECOMMENDATIONS**

Priority Area 1 – Overarching

**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.

**Staff Responsible:** Laura Coulthard, Deputy Director  
**Status:** *Completed*  
**Completion Date:** June 1, 2010

**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:**

**1.6** Child Welfare League of America (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. *The capacity development manager, Andrew Reitz, Ph.D., visited CPS during the week of May 31 and presented his final report to the Board of Supervisors on June 1. During his visit, he met with CPS staff to report on progress to date.*

**Staff Responsible:** CWLA  
**Status:** Completed  
**Completion Date:** June 1, 2010

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. *The most recent meeting between CPS management and members of the Grand Jury took place on August 24, 2010. In addition, the Division has prepared a response to the Grand Jury's 2010 report on CPS titled "The State for Foster Care in Sacramento County." This response is scheduled to be presented to the Board on September 14.*

**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. After several meetings, the group recommended that further planning be postponed until the first phase of the Division’s reorganization is implemented. With the first phase completed on March 24<sup>th</sup>, planning has resumed with emphasis on aligning Emergency Response TDMS with the new case carrying practice model of “Emergency Response to Detention.”

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

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

**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:**

*3.8.1 In order to increase efficiency and consistency in how referrals are handled, management has centralized all referrals in the Emergency Response program. Emergency Response is now investigating immediate response and 10-day referrals for all CPS programs.*

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

**Status:** *Completed*

**Completion Date:** *July 6, 2010*

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. *Seven additional staff were trained in information mapping during this period, and one previously trained staff left the Division. A total of 350 hours were spent on the project.*

*During this reporting period many project staff were temporarily reassigned to work on the reorganization. Five new procedures related to the first phase of the reorganization (extending Emergency Response’s responsibilities to the detention report) were developed. In addition: three new policy/process/procedure documents not related to the reorganization were posted and five more were revised; two procedures were updated; and thirty-three old policies were archived as not needing revision since they are no longer relevant to the Division’s processes and practices.*

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** In Progress  
**Completion Date:** December 31, 2011

*Next Step: Focus will continue on development of policy/process/procedure documents relating to the reorganization. Three are in progress. Others will be identified for development. Seven policy/process/procedure documents not directly related to the*

*reorganization are in the development process. The placement policy/process/procedure document will replace multiple existing but outdated documents.*

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 scheduled and attended multiple meetings to do outreach to CPS staff regarding the services their families can receive at Birth & Beyond. A major challenge has been CPS staff turn-over due to budget cuts. 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 2009 to July 2010, there have been 322 CPS joint response referrals to Birth and Beyond. The Birth and Beyond sites are averaging 10 Joint Home Visits a week. The Birth and Beyond sites are also receiving “Aftercare” referrals from CPS when cases close.*

**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). This regionalization will allow social workers, division managers and program managers to become experts in their regions and will facilitate the development of relationships and synergies between CPS and community partners. *Decisions have been made regarding dividing the CPS service area into four regions. The first phase is scheduled for the end of September when three units of staff will move from Granite Park to the Watt Avenue office as part of the development of the North Region.*

**Staff Responsible:** Terry Clauser, Program Planner  
Karen Parker, Program Planner  
**Status:** In Progress  
**Completion Date:** March 31, 2011

*Next Step: Continue working with labor to facilitate the regionalization of the rest of the dependency staff.*

**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 is undergoing final revisions by the Divisions involved and will be finalized by September 15, 2010.*

**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 have met with representatives from Lilliput Children's Services, Public Health, Sacramento Child Advocates, Stanford Home, Sacramento County Office of Education, and the Children's Receiving Home.*

**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 Committee is working through the logistics of implementing the new performance evaluation tool and process. Training on the performance evaluation process began in January. All managers and supervisors were trained as planned. Employees with evaluations due in January, February, March and April were trained in March. Other employees will be trained one month before their evaluation is due. As of March 2010, there are five mechanisms available to train employees on the performance evaluation tool: hands-on training in the computer lab; classroom review and demonstration at CPS sites; One-on-one training conducted by supervisor; bureau/unit meeting presentation by program expert or supervisor; and online training. *During the period beginning January 1, 2010 thru September 1, 2010, 112 evaluations have been completed and 330 are in progress.*

**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 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. 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, with additional staff reductions looming, it appears prudent to wait and examine how anticipated budget cuts 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. CPS is now actively planning for the roll out of the next phase. *To keep staff informed of issues pertaining to the reorganization, Town Hall meetings are taking place on the third week of every month, starting in July. At each of the Town Hall meetings, Program Managers solicit and gather feedback from staff to be used as discussion items for further refining the new practice models.*

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

**Status:** In Progress

**Completion Date:** March 31, 2011

*Next Step: Prepare for the first phase of testing which will begin in October 2010.*

**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 continues to meet weekly to review the process. During the reporting period the team met weekly to discuss implementation issues. Significant changes have occurred since the last reporting period. We have added one additional social worker and one swing shift clerical position. In addition, The Centralized Placement Support Unit is now providing support to the new HEARTS for Kids program which was implemented on August 2. The unit is also providing services seven days a week including holidays.*

**Staff Responsible:** Niku Mohanty, Program Planner  
**Status:** In Progress  
**Completion Date:** August 25, 2010

*Data: the tables below provide CPU data for the current reporting period.*

	<i>Children</i>	<i>Families</i>
<i>Total Participants</i>	182	126
<i>Relatives Assessed</i>	124	89

<b><i>Placements as a result of involvement by the Kinship Child Focus Worker</i></b>		
	<i>Children</i>	<i>Percent</i>
<i>Parent (non-detaining petition)</i>	6	3.3%
<i>Initially with Relative</i>	71	39%
<i>County Foster Home</i>	36	19.8%
<i>Foster Family Agency</i>	33	18.1%
<i>Children's Receiving Home</i>	33	18.1%
<i>Other (i.e. Hospital, Crisis Nursery)</i>	3	1.6%

*Although children were initially placed at CRH, there is a CPSU social worker assigned to each child to transition the child to a more appropriate placement.*

*Next Steps: Continue to analyze the structure of the CPSU and make changes as necessary.*

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 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.

**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 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.

**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 has implemented an electronic (non-paper) service referrals process. *This process utilizes an electronic service referral form which is now in use by all CPS staff. It is created and saved within the CWS/CMS case file. The process for routing the referral forms has been completed and information sessions were provided to staff in June.*

**Staff Responsible:** Joni Edison, Program Manager  
**Status:** **Completed**  
**Completion Date:** May 31, 2010

**8.2.1** As part of the Casey Family Programs Breakthrough Series Collaborative on Timely Permanence through Reunification, the Family Reunification Program took a second look at the court report format available through CWS/CMS and began testing it to determine if it was more efficient than the customized format previously developed for the program. Feedback from both staff and Judicial Officers was positive. Testing then expanded to the Permanency Services program with similar results. Program Specific Workgroups in both programs were involved in the testing and feedback. *The Meet and Confer process for utilization of the CWS/CMS court report format was completed on August 5, 2010. Training occurred during the month of August and full implementation in the applicable programs is on schedule for September 7, 2010. Note that feedback from the testing phase reduced the number of applicable programs to Family Reunification and Permanency Services. Staff in Court Services reported that the new format did not reduce their workload, and the Emergency Response and Adoption programs reported that the format did not satisfy the specific reporting requirements of these programs.*

**Staff Responsible:** Melinda Lake, Division Manager  
Luis Villa, Division Manager  
Kim Pearson, Division Manager  
**Status:** **Completed**  
**Completion Date:** May 28, 2010 (Family Reunification/Permanency Services)