

**Child Protective Services Progress Report
June 1, 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 eight 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>Completed</i> | 56 |
| <i>In Progress</i> | 16 |
| <i>On Hold</i> | 1 |

*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 anticipated staff reductions. The possible loss of additional staff is particularly concerning in light of the fact that CPS already lost 241.9 positions at the beginning of FY 2009/10.

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).

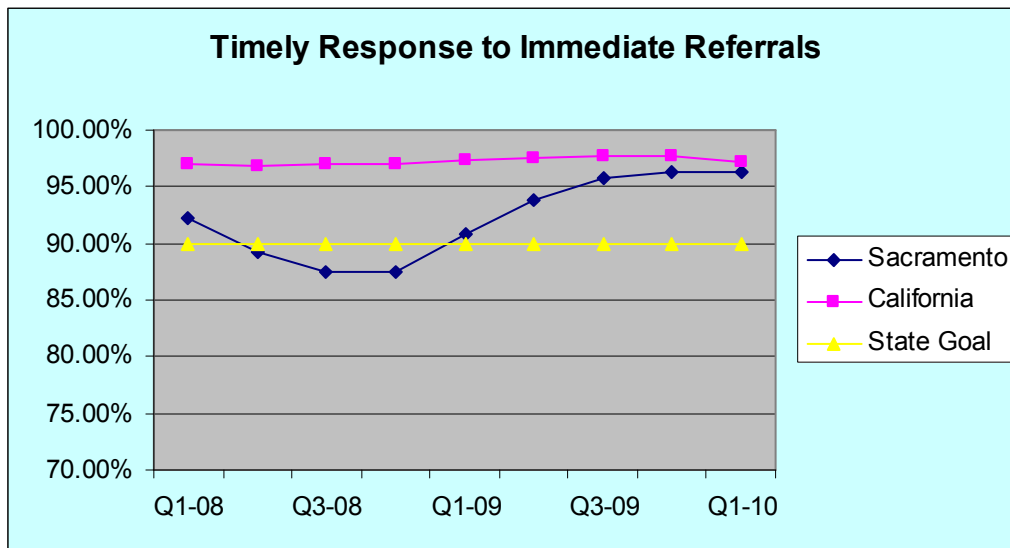
1. Timely Response to Immediate Referrals

The overall trend for this measure continues to be positive. The raw data shows stability from 96.1% in the first quarter of 2009 to 96.3% in the first 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 six consecutive quarters.

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

| | First Quarter of 2010* | First Quarter 2009* |
|------------------------------|------------------------|---------------------|
| Sacramento’s Performance | 96.3% | 96.1% |
| California Statewide Average | 95.7% | 97.8% |
| California State Goal | 90% | 90% |

*SafeMeasures Data



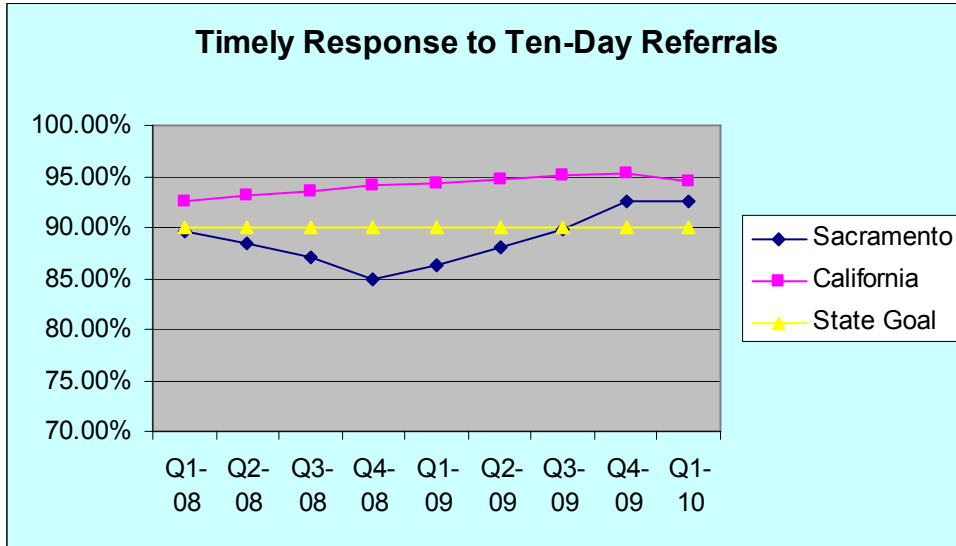
2. Timely Response to Ten Day Referrals

During this reporting period, CPS performance on this measure decreased slightly from 91.3% in the first quarter of 2009 to 90.9% in the first quarter of 2010. While this performance is slightly below the statewide average, it does exceed the state goal. CPS performance on this measure has been above the state goal for five consecutive quarters.

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

| | First Quarter of 2010* | First Quarter 2009* |
|------------------------------|------------------------|---------------------|
| Sacramento's Performance | 90.9% | 91.3% |
| California Statewide Average | 92% | 94.9% |
| California State Goal | 90% | 90% |

*SafeMeasures Data



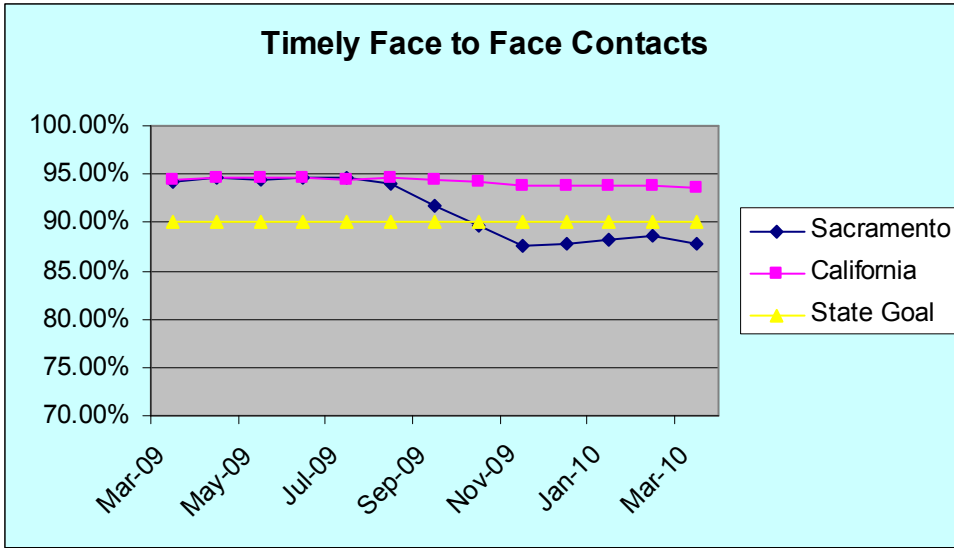
3. Timely Face to Face Contacts

Performance on this measure decreased from 94.3% in March 2009 to 86.4% in March 2010. This negative trend began in July of 2009. CPS performance has been below the state goal since September 2009.

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

| | March 2010* | March 2009* |
|------------------------------|-------------|-------------|
| Sacramento's Performance | 86.4% | 94.3% |
| California Statewide Average | 93.6% | 94.8% |
| California State Goal | 90% | 90% |

*SafeMeasures Data



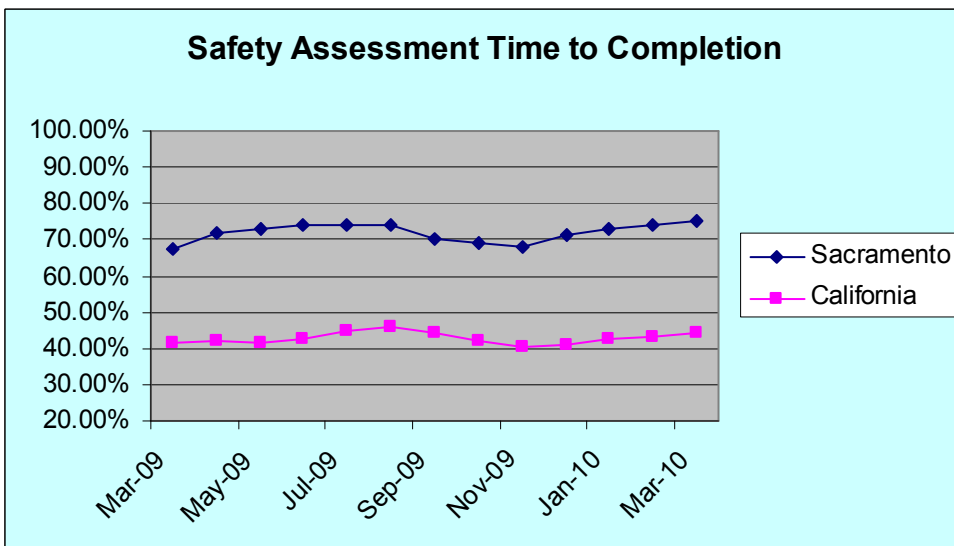
4. SDM Safety Assessments

Performance on this measure improved significantly from 71.1% in March 2009 to 79.1% in March 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.

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

| | March 2010* | March 2009* |
|------------------------------|-------------|-------------|
| Sacramento’s Performance | 79.1% | 71.1% |
| California Statewide Average | 45.6% | 41.7% |

*SafeMeasures Data



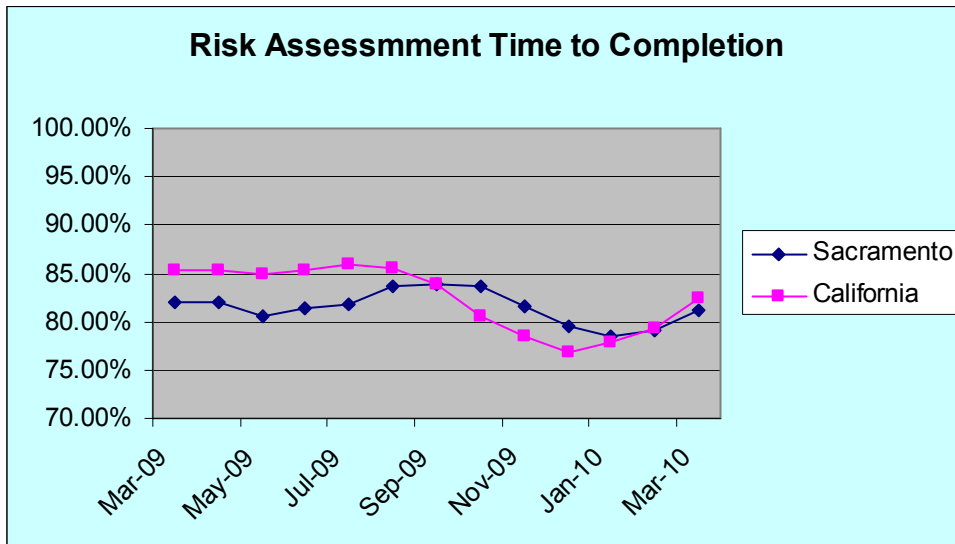
5. SDM Risk Assessments

There was improvement on this measure during the reporting period, from 82% in March 2009 to 85.2% in March 2010. CPS's performance on this measure is almost identical to the statewide average. Sacramento is performing better than all comparison counties on this measure.

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

| | | |
|------------------------------|--------------------|--------------------|
| | <i>March 2010*</i> | <i>March 2009*</i> |
| Sacramento's Performance | 85.2% | 82% |
| California Statewide Average | 85.7% | 85.5% |

*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 | 96.3% | 96.9% | 93.1% | 95.6% | 97.9% | 98.8% |
| Timely Response to 10-Day Referrals | 90.9% | 88.1% | 86.6% | 94% | 96.5% | 96% |
| Face to Face Contacts | 86.4% | 89.7% | 95.3% | 93.5% | 93.7% | 98.7% |
| Completion of SDM Safety Assessment | 79.1% | 27.8% | N/A | 52.5% | 37.8% | 64.5% |
| Completion of SDM Risk Assessments | 85.2% | 88.7% | N/A | 84.8% | 81.9% | 84.6% |

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. *As part of the planning for the reorganization, several focus groups were held with staff at all levels of the organization in order to give everyone a chance to provide pertinent input. The focus groups were held on April 26, 28, 29 and 30.*

Staff Responsible: Laura Coulthard, Deputy Director
Status: In Progress
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 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 April 12 and met with the Executive Management Team to discuss progress. He received detailed updates on the work of the Technology, Communications, Performance Evaluation and Policies and Procedures workgroups. The capacity development manager also presented a progress report to the Board of Supervisors on April 13, and met with the Child Protective System’s Oversight Committee on April 15.*

Staff Responsible: CWLA
Status: In Progress
Completion Date: June 1, 2010

Next Step: the capacity development manager will present a report to the Board of Supervisors detailing accomplishments and status of his work with CPS on June 1, 2010 as part of the regular CPS progress report.

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. *Grand Jury members and CPS management staff met on March 29, 2010. Also, on April 14, five Grand Jury members attended a CPS community partners meeting and received information about the CPS reorganization.*

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 24th, 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: June 30, 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 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. Testing of this new process began on January 4th with consolidation of immediate response referrals. *As of March 1, 2010, ten-day referrals received by Family Reunification are being assigned to Emergency Response. Under this new model, the Emergency Response worker obtains pertinent case information from the Family Reunification worker assigned to the case.*

Staff Responsible: Kim Pearson, Division Manager
Melinda Lake, Division Manager
Status: ***Completed (for Family Reunification)***
Completion Date: *April 1, 2010*

3.8.1 *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. Emergency Response will investigate immediate response and 10-day referrals for Permanency Services and Adoptions.*

Staff Responsible: *Kim Pearson, Division Manager
Luis Villa, Division Manager*
Status: *In Progress*
Completion Date: *July 1, 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. *During this reporting period project staff were temporarily reassigned to work on the reorganization. The reorganization planning teams have developed flow charts of the new processes which will facilitate the development of new policies and procedures.*

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

Next Step: Eight additional staff were trained on Information Mapping on April 13, 14 and 15.

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.

Staff Responsible: Paula Christian, Program Planner
Status: In Progress
Completion Date: On Going

Data: From February 2009 to March 2010, there have been 879 CPS joint response referrals to Birth and Beyond. The Birth and Beyond sites are averaging 10 Joint Home Visits a week.

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 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.

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

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, MOU with the Mexican Consulate and MOUs with various law enforcement agencies.*

***Staff Responsible:** Alicia Blanco, Program Planner
Martha Haas, 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:

5.5 A survey has been developed to solicit information from partner agencies regarding the quality of their interaction with CPS. *The survey was conducted in March 2010 and was sent to 111 people. As of 4/1/10 17 people had responded, representing four school districts, five programs at the Children's Receiving Home, two Birth & Beyond sites, and six other agencies. Overall, 59% of the respondents were satisfied with CPS services, specifically: ability to contact CPS staff, CPS staff collaboration/responsiveness, staff case/issue knowledge, and professionalism. Highest dissatisfaction was on the specific items of ability to contact CPS staff and CPS staff collaboration/responsiveness. Specific strengths mentioned were individual staff members' case collaboration and communication; knowledge and responsiveness; and dedication to children and families. Areas for improvement mirrored the dissatisfaction ratings, citing timely return of phone calls/emails and increase collaboration and communication.*

Staff Responsible: Laura Williams, Program Manager
Status: Completed
Completion Date: April 1, 2010

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 representatives from the Mental Health Division and the California Alliance. In addition, on April 14, CPS management met with community partners to inform them about the reorganization and provide an update on outcome measures. The meeting was attended by 87 representatives from partner agencies including the Child Protective System's Oversight Committee, Birth & Beyond Family Resource Centers, the Child Abuse Prevention Council, the California Department of Social Services, Twin Rivers Unified School District, San Juan Unified School District, UCD Medical Center, Sacramento County Probation, County Counsel, CASA, Department of Human Assistance, Lilliput Children Services, Foster Family Agencies and the Mental Health Division.*

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

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:

6.1.1 The Workforce Investment workgroup developed a secondary trauma critical incident response protocol to provide support to social workers when needed. This protocol has been submitted to management for approval.

Staff Responsible: Karen Parker, Program Planner

Status: *Completed*

Completion Date: *April 1, 2010*

6.1.2 The Workforce Investment workgroup developed an improved hiring process. The protocol for improved hiring has been submitted to management for approval

Staff Responsible: Karen Parker, Program Planner

Status: *Completed*

Completion Date: *April 1, 2010*

6.2 CPS expects that as a result of the implementation of the initiatives included in the Workforce Investment Workgroup work plan, retention of social work staff will increase. Retention will be positively impacted by improved hiring, peer mentoring and secondary trauma support.

Staff Responsible: Karen Parker, Program Planner

Status: *Completed*

Completion Date: *April 1, 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. 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. As of April 9, 251 evaluations were in progress or had been completed.*

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.*

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

***Status:** In Progress*

***Completion Date:** March 31, 2011*

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.

Action:

6.19 The new web-based Performance Enhancement Program (PEP) allows supervisors to maintain an electronic file for each staff member. This electronic file can be used to keep track of attendance, accomplishments, training needs and disciplinary issues. The file can then be used to complete the yearly performance evaluation on each employee.

***Staff Responsible:** Terry Clauser, Program Planner
Status: Completed
Completion Date: March 31, 2010*

Recommendation:

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

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

Action:

6.20 *The new web-based Performance Enhancement Program (PEP) allows supervisors to rate each staff member's job performance. This includes proper use of software and other tools necessary to perform job duties.*

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: March 31, 2010

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 An efficiency review of the Dependent Intake (DI) function of the Court Services program was launched in late May 2009 under the leadership of a program planner. The review was being conducted by a work group which included representatives from all job classifications involved in the dependent intake process. *However, efficiencies have been realized as a result of merging the dependent intake function with the emergency response process. Effective March 24, 2010, emergency response workers maintain case management responsibilities through the detention hearing, which reduces duplication of duties and hand offs between workers. Additional efficiencies were gained by utilizing the Children's Receiving Home as a single point of entry when children are placed into protective custody.*

Staff Responsible: Martha Haas, Program Planner

Status: **Completed**

Completion Date: March 24, 2010

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 solicit input from staff at all levels of the organization, four focus groups were held during the last week in April. The Division is working with Casey Family Programs on this effort. An intensive planning session was held on May 18 and 19.*

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

Status: In Progress

Completion Date: March 31, 2011

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 Centralized Placement Support Team is comprised of kinship social workers, kinship child focus workers (KCFW), placement support social workers and TDM facilitators. The workload is divided among each team member so the social worker is not alone in managing the case. They work together to improve placement stability, permanency, safety and well-being for children.

The implementation team continues to meet weekly to review the process. During the reporting period, meetings were held on February 9, 16, 23, March 2, 9, 30, and April 6, 2010. Significant changes have occurred since the last reporting period. We have added an additional kinship child focus worker and four additional CPSU social workers to the unit. The Centralized Placement Support Unit moved from an off-site county facility to the Children's Receiving Home (CRH), to provide placement staff direct access and engagement with the children coming into protective custody. In addition, Sunday through Thursday, and Tuesday through Saturday shifts have been added so that the placement staff can serve children after business hours, and on weekends and holidays.

Children initially placed into protective custody continue to be placed with kinship families as a first priority. Kinship child focus workers have secondary social worker assignment on the Emergency Response and Law Enforcement removals to support the case carrying social workers with placement needs. CPSU continues to collaborate with CRH to utilize their comprehensive child assessment services for children who are not placed with kin. The assessments allow CPSU social workers to gain more information about the children to yield a well-matched placement based on the children's needs and the caretakers' abilities. CPSU continues to work with CRH to assist with pre-placement visits and transitioning children to subsequent placements. As a result of this collaboration, 83 children have exited CRH as of March 31, 2010.

CPSU continues to serve Court Services. The Court Services supervisors were trained on the placement process and case carrying social workers have subsequently been trained at their unit meetings by CPSU staff. CPSU has begun to test in Family Reunification (FR) as well with the volunteer units that have expressed interest in utilizing the placement unit's services. However, the focus for CPSU in FR is to assist in securing appropriate placements should a placement disruption occur. The implementation team is considering how to utilize kinship child focus workers in assisting the FR case carrying social workers with placement resources for 387 removals.

Staff Responsible: Romeal Samuel, Program Planner
Status: In Progress
Completion Date: June 30, 2010

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

| | <i>Children</i> | <i>Families</i> |
|-----------------------------------|-----------------|-----------------|
| <i>Total Participants</i> | 129 | 86 |
| <i>Relatives Assessed (89)</i> | 80 | 53 |
| <i>Cases dismissed before TDM</i> | 6 | 4 |

| <i>Placements as a result of involvement by the Kinship Child Focus Worker</i> | | |
|---|-----------------|----------------|
| | <i>Children</i> | <i>Percent</i> |
| <i>Parent (non-detaining petition)</i> | 1 | 1% |
| <i>Initially with Relative</i> | 43 | 33% |
| <i>County Foster Home</i> | 17 | 13% |
| <i>Foster Family Agency</i> | 16 | 13% |
| <i>Children's Receiving Home</i> | 43 | 33% |
| <i>Other (i.e. Hospital, Crisis Nursery)</i> | 9 | 7% |

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. Of the 43 children placed at CRH, six (14%) additional relative assessments were conducted and children were successfully placed with their kin. Five (12%) children were able to reunify with their parent. Two (5%) children were reported as missing children. One child was placed in a group home due to the need for a higher level of care. One child was detained in a juvenile center.

Next Steps: Continue with expansion to Family Reunification.

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 will implement an electronic (non-paper) service referrals process that will be supported by clerical staff and the CWS/CMS system.

The draft referral form was submitted to and approved by the Court Services Program Specific Workgroup for testing. *The form has been uploaded into the Sacramento County forms on CWS/CMS. Testing by the Court Services Program Specific Workgroup is now beginning.*

Staff Responsible: Joni Edison, Program Manager
Status: In Progress
Completion Date: May 31, 2010

Next Step: develop process for routing the electronic form to Fiscal Services and service providers.

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 December and January, the Department and the Courts worked to define internal systems requirements for the electronic transfer of court documents. PDF fax capabilities and centralized electronic mailboxes are being set up. The two teams convened on February 4 for a status report and discussion of next steps. *Throughout the next several weeks, the CPS team continued to work on the identified next steps. Unfortunately, the Juvenile Court announced at the end of March that due to budgetary constraints they would be unable to continue the project. On April 9th, CPS leadership met with management representatives from the Juvenile Court to review the situation. Though there is no immediate remedy to the financial limitations facing the Court, both groups expressed their commitment to remain open to any new opportunities in this area and agreed to bring any new information to the ongoing, regularly scheduled Juvenile Court/CPS management meetings.*

Staff Responsible: Melinda Lake, Division Manager
Status: **Completed**
Completion Date: April 09, 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. As a result of this success, labor representatives have been contacted requesting a Meet and Confer on this issue and the Division is awaiting a response. It is the Division's intent to fully implement the CWS/CMS court report formats in the Family Reunification and Permanency Services programs and phase in the format in the other programs.*

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

Status: *In Progress*
Completion Date: *May 28, 2010 (Family Reunification/Permanency Services)*
June 28, 2010 (Emergency Response/Court Services)
July 30, 2010 (Adoptions)