

## Child Protective Services Progress Report February 2, 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 fifth 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>	49	38	87
<i>Deferred</i>	6	11	17
<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. A section has been added for action items completed during previous reporting periods. *The table below provides a breakdown of action items.*

	<i>Action Items*</i>
<i>Completed</i>	43
<i>In Progress</i>	23

\*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.

The report also includes a section on recommendations not selected for immediate implementation (deferred) and responses have been included for each of the deferred recommendations. *Italics have been used to indicate updated text.*

The work reflected on this report will undoubtedly be affected by the loss of 241.9 positions. In addition to losing staff, CPS also was also subject to dramatic contract reductions amounting to \$3,537,967. The loss of staff and resources will slow down progress towards the implementation of system improvement strategies and may adversely impact performance on safety and other measures.

## PERFORMANCE INDICATORS

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

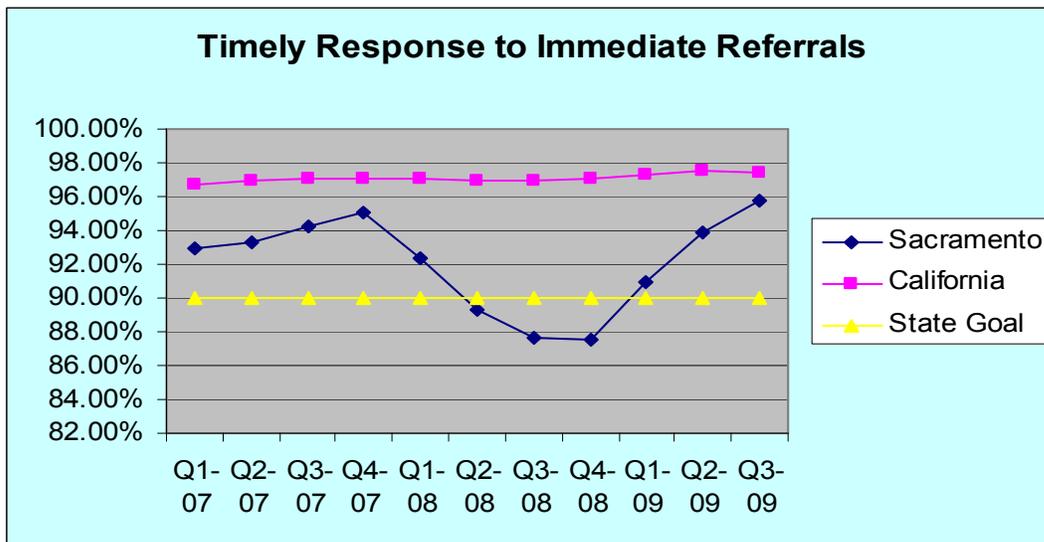
### 1. Timely Response to Immediate Referrals

*The positive trend for this measure continues, as the graph below indicates. The raw data shows an increase to 97.1% in the third quarter from 95.5% in the second quarter. This is also the first time in the past three years that CPS performance has exceeded the statewide average. Furthermore, CPS performance has now been above the state goal for four consecutive quarters.*

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

	Third Quarter of 2009*
Sacramento's Performance	97.1%
California Statewide Average	96.6%
California State Goal	90%

\*SafeMeasures Data



### 2. Timely Response to Ten Day Referrals

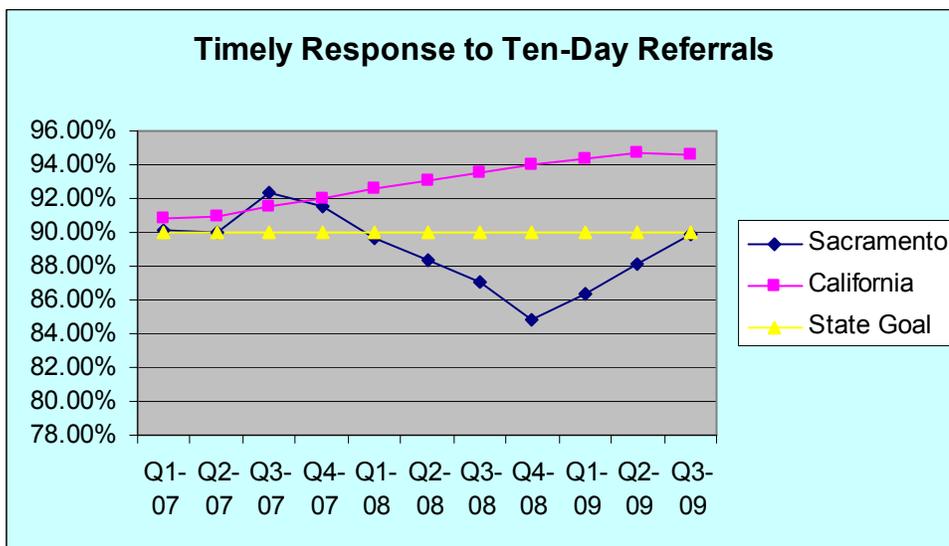
*During this reporting period, CPS performance on this measure improved from 93.2% in the second quarter to 94.4% in the third. This is the third consecutive quarter in which CPS performance exceeds the state goal on this measure. In*

*addition, this is the first quarter, since the third quarter of 2007, in which the gap between CPS performance and the statewide average has been less than 1%.*

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

	Third Quarter of 2009*
Sacramento's Performance	94.4%
California Statewide Average	94.5%
California State Goal	90%

\*SafeMeasures Data



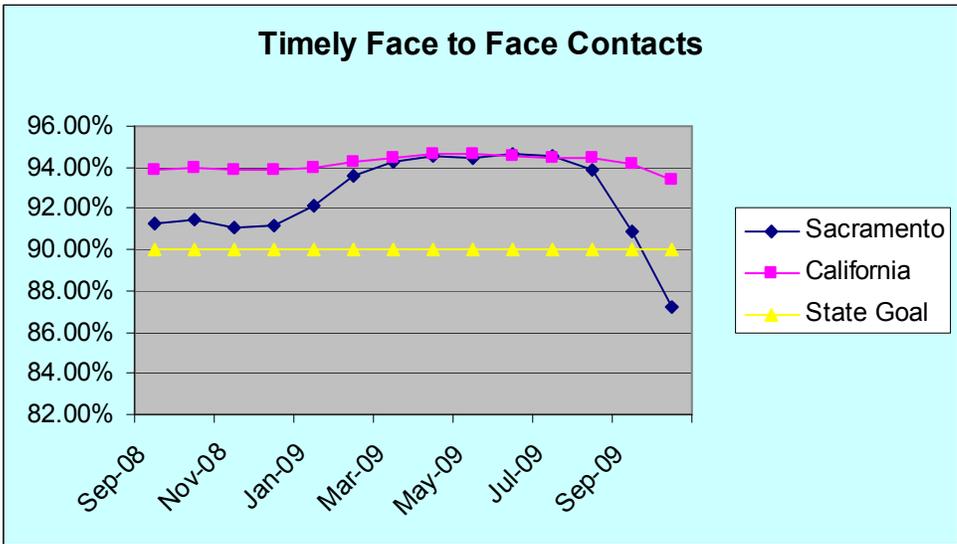
### 3. Timely Face to Face Contacts

*Performance on this measure decreased from 86% in September to 83.1% in October 2009. This negative trend began in July of 2009. The statewide average has also decreased slightly since August 2009. This is the second consecutive month in which CPS performance has been below the state goal.*

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

	October 2009*
Sacramento's Performance	83.1%
California Statewide Average	92.3%
California State Goal	90%

\*SafeMeasures Data



4. SDM Safety Assessments

Performance on this measure improved significantly from 67% in September to 72.6% in October. CPS performance continues to be much better than the statewide average and is also better than all comparison counties (see table below). CPS has been performing above the statewide average since December 2008. There is no state goal for this measure. At the Board’s request, the graph below represents a three-month moving average.

	October 2009*
Sacramento’s Performance	72.6%
California Statewide Average	45.9%

\*SafeMeasures Data

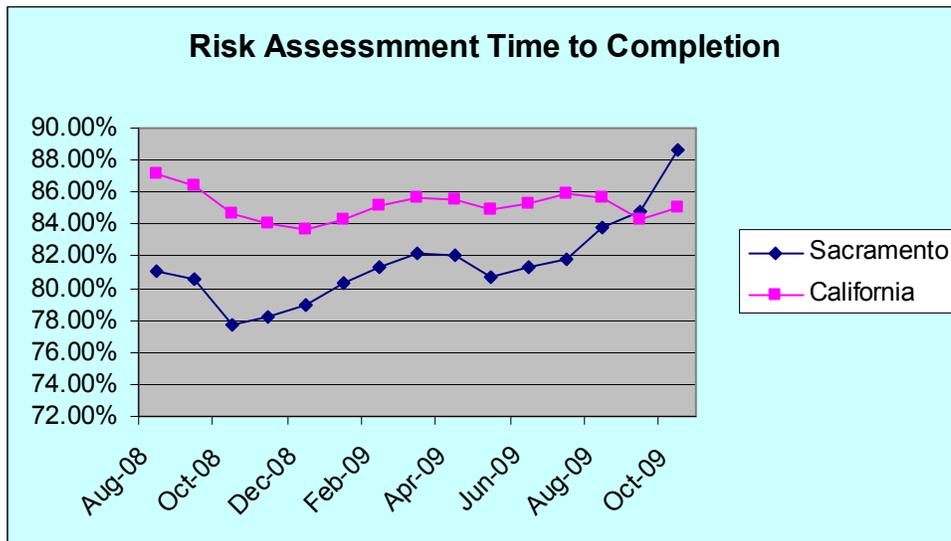


## 5. SDM Risk Assessments

There was a dramatic improvement on this measure during the reporting period, from 87.2% in September to 93.5% in October. This is the third consecutive month in which CPS has outperformed the rest of the state. CPS 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.

	<i>October 2009*</i>
Sacramento's Performance	93.5%
California Statewide Average	88.9%

\*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%	98.7%	97.4%	96.3%	97.6%	99.2%
Timely Response to 10-Day Referrals	94.4%	90.3%	94.4%	94.7%	96.3%	96.5%
Face to Face Contacts	83.1%	85.7%	94.6%	92.4%	94.1%	98.4%
Completion of SDM Safety Assessment	72.6%	33.6%	N/A	53.2%	55.2%	59%
Completion of SDM Risk Assessments	93.5%	89.9%	N/A	83.7%	90.4%	88.9%

## **PRIORITIZED RECOMMENDATIONS**

### **Priority Area 1 – Overarching**

#### **Recommendations:**

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

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

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

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

#### **Actions:**

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

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

**Recommendation:**

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

**Action:**

**1.3** The CPS deputy director has secured participation and cooperation from staff at all levels of the organization.

*The deputy director held two town hall meetings in November with a total of 102 staff attending. Town hall meetings will resume in January 2010.*

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

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

**Recommendation:**

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

**Action:**

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

**Recommendations:**

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

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

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

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

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

**Actions:**

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

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

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

Next Step: CWLA will maintain weekly contact with the deputy director and will participate in formal conference calls with work group participants every three weeks.

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

## Priority Area 2 - Management and Oversight

### **Recommendation:**

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

### **Action:**

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

In early September 2009, CDSS requested further review of the SIP and provided additional feedback on September 16, 2009. CPS subsequently revised the SIP according to CDSS input and the SIP was verbally approved. CPS management presented the final SIP to CDSS and the county liaison on October 14, 2009 and will submit the finalized document to the Board of Supervisors for approval by December 1, 2009. In addition, staff presented the SIP to the Child Welfare Systems Oversight Committee on October 13, 2009. No suggestions for change were made. *The final document was approved by the Board on December 1.*

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

**Recommendations:**

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

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

**Actions:**

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

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

**2.4** *CPS has implemented two methods to monitor progress on System Improvement Plan (SIP) strategies. Each month division managers receive an updated copy of the SIP with each strategy color coded to denote current status. Additionally, the Executive Management Team (EMT) monthly meeting includes a 90-minute review of at least one SIP strategy. The October meeting agenda included focused discussion on the Placement Unit, identifying barriers to implementation and brainstorming solutions. The November meeting agenda item provided management consultation on techniques to increase worker compliance with holding TDMs prior to reunification. In December, the EMT revisited Safety Assessments and provided ideas to Emergency Response program managers for increasing timely completion of safety assessments.*

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

**Recommendation:**

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

**Action:**

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

**Recommendation:**

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

**Action:**

**2.6** CPS management is committed to keeping members of the Grand Jury involved in the organizational change process and will keep the Grand Jury apprised of progress in all targeted areas via progress reports and meetings with CWLA.

*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 members of the Grand Jury and CPS management took place on November 19, 2009.*

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

**Recommendations:**

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

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

**Actions:**

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

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

*2.9 As of December 1, 2009 social workers and supervisors in Emergency Response, Informal Supervision and Dependent Intake have participated in 89 front end Team Decision Making (TDM) meetings involving over 167 children. Children and families who participate in TDMs continue to experience positive outcomes, with over 60% receiving services from Informal Supervision. TDMs have also had a positive impact on first entries for African American children ages 0-5. TDM data shows that 51% of African American children ages 0-5 remain at home when an imminent removal TDM is held; 41% are placed with a relative; and only 7% enter foster care.*

*A Meet and Confer regarding Imminent Risk (front end) TDMs was held with UPE on December 15<sup>th</sup> and this best practice was approved for full implementation, effective February 1, 2010.*

**Staff Responsible:** Karen Parker, Program Planner  
**Status:** In Progress  
**Completion Date:** February 1, 2010

*Data: The table below describes the outcomes achieved with front end TDMs conducted as of December 1, 2009.*

<b>Outcomes</b>	<b>Emergency Removal</b>	<b>Immediate Risk</b>	<b>TOTAL</b>	<b>%</b>
Family Maintenance	0	16	16	69%
Informal Supervision	1	36	37	
PC/Removal	0	9	9	23%
Non-Detaining Petition	0	6	6	
Remain Out of Home/Court	4	0	4	
Community Services	1	4	5	18%
Remain Home/No Services	0	11	11	
Other	0	*1	1	
<b>TOTAL</b>	<b>6</b>	<b>83</b>	<b>89</b>	<b>100%</b>

\*Children remained with relative and were referred for guardianship

Data: The table below shows outcomes for imminent removal TDMs held for African American children as of November 13.

<i>African American Children 0-5 years</i>		<i>African American Children 6-11 years</i>		<i>African American Children 12-18 years</i>	
<b>41</b>		<b>18</b>		<b>11</b>	
<i>Remained home (21)</i>	<i>51%</i>	<i>Remained home (10)</i>	<i>55%</i>	<i>Remained home (6)</i>	<i>55%</i>
<i>Placed with relatives (17)</i>	<i>41%</i>	<i>Placed with relatives (3)</i>	<i>17%</i>	<i>Placed with relatives (1)</i>	<i>9%</i>
<i>Placed in foster care (3)</i>	<i>7%</i>	<i>Placed in foster care (5)</i>	<i>28%</i>	<i>Placed in foster care (4)</i>	<i>36%</i>
<i>Sent to Court Services (6)</i>	<i>15%</i>	<i>Sent to Court Services (3)</i>	<i>17%</i>	<i>Sent to Court Services (7)</i>	<i>64%</i>
<i>Received services (35)</i>	<i>85%</i>	<i>Received services (15)</i>	<i>83%</i>	<i>Received services (4)</i>	<i>36%</i>

*Next Step: provide training to all Emergency Response staff in January and implement fully by February 1, 2010.*

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

## Priority Area 3 – Structured Decision Making

### **Recommendations:**

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

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

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

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

### **Actions:**

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

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

**3.3** In June 2009, CPS expanded the SDM coordinator position to a full time position. The SDM coordinator is responsible for division wide SDM training and the development of the SDM work plan for continuous ongoing improvements.

*The SDM Work Plan has been reviewed by the division managers and the SDM referral and case reading tool training, which are part of the work plan, will be completed in December. Case readings will begin in all SDM programs in January 2010. The SDM coordinator continues to work with the intake staff to ensure referrals meet the SDM criteria and reviews immediate response and 10-day referrals weekly with direct feedback to the intake supervisors and the program manager.*

*The SDM committee continues to meet. Committee members are expected to become SDM experts in their own programs, being able to complete SDM reviews and give feedback to program managers and supervisors. The SDM coordinator will continue to train program staff on SDM tools and review methods.*

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

**Status:** In Progress

**Completion Date:** On Going

*Next Steps: Work within programs to ensure compliance with the review tool. Continue quality assurance reviews with feedback to supervisors and program managers. Coordinate SDM committee meetings and provide information to managers concerning action plans developed by the committee. Continue training staff as needed.*

**3.4** CPS is committed to having SDM tools completed in accordance to timelines established by the Children’s Research Center. Programs continue to work with staff to monitor timely input of assessments. *CPS programs utilize the Substitute Care Provider (SCP) Safety Assessment for referrals alleging abuse and/or neglect in the current caretaker’s home. A Meet and Confer was completed with UPE and SEIU and an agreement was reached for mandatory utilization of the SDM SCP Safety Assessment in*

*CPS programs. Currently, the use of the SCP tool is mandatory in all CPS programs and training is being conducted accordingly.*

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

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

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

**Recommendation:**

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

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

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

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

**Action:**

**3.7** All CPS programs will implement a case reviewing process that measures staff use of Structured Decision Making (SDM) tools, best practices, compliance with policy and required entries into CWS/CMS. This process includes the use of a case review tool, protocol, training and ongoing QA review. *The case review tool has been developed by the Children's Research Center and focuses on the use of the SDM tools, appropriate utilization of the tool's information by the social worker and CPS documentation. As of the end of December, the Court Services, Emergency Response, Informal Supervision and Family Reunification programs have been trained on the tool. Complete implementation of the review process will take place by January 1, 2010.*

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

**Status:** **Completed**

**Completion Date:** *January 1, 2010*

**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. *The Meet and Confer process has been completed with both UPE and SEIU. The Meet and Confer with UPE concluded on December 1 and with SEIU on December 4. The initial testing date has been moved from early December to January 2010. The first phase of testing will take place in Family Reunification. Family Reunification supervisors were trained on the testing process on December 15<sup>th</sup>. Subsequent training dates for both Emergency Response and Family Reunification staff have been scheduled for the last two weeks in December. Testing is set to begin on January 4, 2010.*

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

**Status:** In Progress

**Completion Date:** *February 1, 2010*

*Next Step: begin testing on January 4, 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, two policies and procedures were completed and posted on the intranet for staff to use: Overtime (10/14/09) and Team Decision Meetings (11/16/09). Overall, it has been difficult for the assigned staff to find time for this project due to the workload created by staff lay offs. For this reason, management assigned all program specialists and program planners to this project and will provide them with training on Information Mapping so they can help in revising the policies and procedures. Each planner will work on the policies and procedures that fall within his/her area of expertise.*

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

**Status:** In Progress

**Completion Date:** December 31, 2011

*Next Step: finalize policies and procedures for critical incidents, public records access, training, performance evaluations and joint CPS/Family Court cases.*

**4.2** A systematic process is now in place to ensure all policies and procedures are continuously reviewed and updated. *This process was completed and posted on the intranet on August 8, 2009.*

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** *Completed*  
**Completion Date:** *August 28, 2009*

## Priority Area 5 – Community Outreach

### **Recommendation:**

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

### **Actions:**

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

*The Core Purpose and Values Statement was sent to internal and external stakeholders for a second round of review and revisions were made as appropriate. The final document has been sent to the deputy director and division managers for final approval.*

**Staff Responsible:** Alicia Blanco, Program Planner  
**Status:** In Progress  
**Completion Date:** February 1, 2010

*Next Steps: approve and adopt the final document.*

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

**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: The chart below shows joint responses for referrals involving families with children 0-5 years of age. *The data is for the week of December 12, 2009, and cumulative since February 1, 2009, for each of the eight Family Resource Centers.*

<b>Site</b>	<b>Total referrals for the week of 10/4/09</b>	<b>Total Joint visits for the week of 10/4/09</b>	<b>Total Ref. Since 2/1</b>	<b>TOTAL JV Since 2/1</b>
La Familia	2	2	64	56
River Oak	1	1	59	35
Valley Hi	4	1	83	68
Meadowview	1	1	52	45
Rancho	1	0	58	61
North Highlands	0	0	86	56
North Sacramento	0	3	49	52
MAN	1	0	61	48
<b>TOTALS</b>	<b>10</b>	<b>8</b>	<b>512</b>	<b>421</b>

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

**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 will be incorporated into the monthly newsletter.*

***Staff Responsible:** Laura Williams, Program Manager  
**Status:** In Progress  
**Completion Date:** February 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 month of November, CPS leadership met with staff from River Oak Center for Children and in December they met with representatives from the Sacramento Children's Home, Stanford Home and Lilliput Children's Services. In addition, CPS management also met with the Council on American-Islamic Relations and the SALAAM Center. Meetings with the Slavic Assistance Center, Sacramento County Office of Education and the Children's Receiving Home are in the process of being scheduled.*

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

*Next Step: schedule meetings with the Slavic Assistance Center, Sacramento County Office of Education and the Children's Receiving Home.*

**Recommendation:**

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

**Action:**

*5.7 CPS is collaborating with River Oak Center for Children to ensure eligible families and foster children are referred to River Oak’s Early Head Start program. River Oak offers a free home education program to families with children ages 0-3 who are income eligible and foster children ages 0-3. Free services include weekly visits with a personal home educator, individualized education plans, preschool readiness, children’s health, nutrition and developmental screenings as well as referrals to other community resources. The goal is to refer between 80-100 eligible participants before January 1, 2010. The Emergency Response and Informal Supervision supervisors have received information about this program and will be making the referrals.*

***Staff Responsible:** Marian Kubiak, Program Manager*

***Status:** In Progress*

***Completion Date:** January 1, 2010*

## Priority Area 6 – Human Resources

### **Recommendations:**

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

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

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

### **Actions:**

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

**6.1.1** The Workforce Investment workgroup is developing a secondary trauma critical incident response protocol to provide support to social workers when needed.

*After a brief hiatus from work due to the layoffs, the Workforce Investment Workgroup met on November 16<sup>th</sup> and 30<sup>th</sup>, 2009. The meeting on the 16<sup>th</sup> was focused on finalizing draft recommendations for the Peer Mentor Model. On November 30<sup>th</sup>, the group discussed the issue of secondary trauma and the development of a secondary trauma critical incident response protocol.*

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

**Status:** In Progress

**Completion Date:** December 31, 2010

*Next Step: continue to develop the secondary trauma critical incident response protocol.*

**6.1.2** The Workforce Investment workgroup is developing an improved hiring process.

*The lead for the Hiring Subcommittee presented initial recommendations to the Workforce Investment Workgroup on November 16, 2009. The Hiring Subcommittee met on December 18 to discuss testing opportunities and to refine short and long term goals.*

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

**Status:** In Progress

**Completion Date:** December 31, 2010

*Next Step: take feedback from the workgroup and refine recommendations into short term and long term goals to bring back to the group.*

**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. However, retention data for 2009 has been negatively impacted by staffing changes as a result of the recent lay offs.*

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

**Status:** In Progress

**Completion Date:** March 31, 2010

*Next Step: Continue to work on all strategies assigned to the Workgroup.*

**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 will begin in January, with managers being trained first. All managers will receive their evaluation by March 31, 2010 and after that their evaluations will be completed on their anniversary date. Supervisors and program specialists will be trained in February 2010 and will receive their evaluation no later than March 31, 2010. After that, they will receive their evaluations on their anniversary date. Other classifications will be trained by their supervisor as their evaluations come due and their evaluations will be completed on their anniversary date. The Performance Evaluation Committee met on November 12<sup>th</sup> and December 3<sup>rd</sup>. The performance evaluation goals and competencies were presented to the Executive Management Team on December 8<sup>th</sup>.*

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

**Status:** In Progress

**Completion Date:** June 30, 2012

*Next Step: managers will be required to attend one training session in January, either January 8<sup>th</sup>, 13<sup>th</sup>, 21<sup>st</sup> or 29<sup>th</sup>. Supervisors will be required to attend one training session in February, either February 3<sup>rd</sup>, 8<sup>th</sup>, 18<sup>th</sup> or 22<sup>nd</sup>.*

**Recommendations:**

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

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

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

**Actions:**

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

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

**Recommendation:**

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

**Action:**

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

**Recommendations:**

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

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

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

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

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

**Actions:**

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

**6.8** *CPS will co-locate two HR Senior Personnel Analysts with CPS programs (one at Power Inn Road and the other at Branch Center Road). The HR Analysts have already started to work with division managers, program managers and supervisors and have attended supervisor meetings to train on specific topics. They will provide one-on-one consultation to managers and supervisors regarding discipline and performance issues.*

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** In Progress  
**Completion Date:** January 15, 2010

**Recommendation:**

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

**Action:**

*6.10 Due to the number of lay offs in the CPS Division, the Peer Mentor Subcommittee lost several members and as a result the work has been reassigned to the larger workgroup. The Workgroup met on November 16<sup>th</sup> and November 30<sup>th</sup> and completed a draft proposal for the enhanced peer mentor model. The proposed model has been submitted to department leadership and was discussed at the December 8<sup>th</sup> Executive Management Team meeting. Because the division will not be hiring any new staff in the foreseeable future, the implementation of the peer mentor model has been moved to the end of the fiscal year.*

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

**Status:** In Progress

**Completion Date:** July 1, 2010

*Next Step: revise proposed model based on the feedback received at the December 8 Executive Management Team meeting.*

**Recommendations:**

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

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

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

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

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

**Action:**

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

*6.12 A process to distribute individual training records to managers and supervisors every quarter is now in place. Supervisors are reviewing the records and working with staff regarding their training needs. Training that reflects individual as well as program and division needs will continue to be offered to staff. In addition, compliance with training requirements will be monitored via performance evaluations.*

*Training on Secondary Traumatic Stress was provided to CPS staff on December 10. A total of 25 training slots were allocated for the training and 22 staff members registered.*

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

**Status:** **Completed**

**Completion Date:** December 1, 2009

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

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

**Recommendations:**

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

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

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

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

**Actions:**

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

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

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

## Priority Area 7 – Excessive Caseloads

### **Recommendations:**

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

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

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

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

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

### **Actions:**

**7.1** Program Specific Workgroups for Family Maintenance, Permanency Services and Family Reunification have completed draft leveling plans that are moving forward in the Meet and Confer process.

*A Meet and Confer date has not been scheduled yet for the remaining programs due to scheduling conflicts with other priorities. This issue is 3<sup>rd</sup> or 4<sup>th</sup> on the priority list.*

**Staff Responsible:** Melinda Lake, Division Manager  
Kim Pearson, Division Manager  
Luis Villa, Division Manager  
**Status:** In Progress  
**Completion Date:** March 1, 2010

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

**Recommendation:**

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

**Action:**

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

As an update regarding on-going monitoring and timely case closures, 274 Family Reunification cases were closed during the period July through September 2009. The case closure process includes monitoring for risk reduction and case plan compliance, and requires approval from the Juvenile Court. Additionally, managers are using Safe Measures to target cases that have been open for over 15 months and are arranging for case reviews with County Counsel for possible presentation to the Juvenile Court.

## **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 is being conducted by a work group which includes representatives from all job classifications involved in the dependent intake process.

*One dependent intake site was closed on October 31, 2009 and staff reassigned to other duties. As a result, there is a need to evaluate the efficiency issue with only one intake site and fewer social workers available to staff that site. Meetings regarding efficiency resumed in late November 2009. The focus of the meetings was resolving current challenges obtaining medical examinations for ill children. In addition, the meetings also addressed recent challenges in working with community agencies to obtain evidentiary examinations for children with suspected abuse injuries. The recommendations made by the previous Dependent Intake (DI) Efficiency Workgroup are still relevant and will be presented to the Court Services Program Specific Workgroup in January 2010 along with any new recommendations that are identified due to the changes in staffing and reduction of intake sites.*

**Staff Responsible:** Martha Haas, Program Planner  
**Status:** In Progress  
**Completion Date:** March 31, 2010

*Next Step: identify members of the Court Services Program Specific Workgroup who are willing to serve on the DI efficiency workgroup. Discuss strategies and recommendations to improve efficiency in covering staff shortages and reducing the length of the dependent intake report. Present recommendations to the Court Services Program Specific Workgroup and CPS management by January 29, 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 Centralized Placement Unit (CPU) is comprised of “Child Workers” who work with the child at the time of protective custody to determine the child’s placement preferences and to locate relatives or the least restrictive setting. Child workers are being out-stationed at the Children’s Receiving Home to work more closely with Dependent Intake social workers and children. The child workers follow the child’s case for 30 days to transition the child to out-of-home care as needed, ensure timely visitation with birth parents and face-to-face contacts with the case worker, and to complete placement documentation. Preliminary data shows that when the CPU is involved, children in protective custody are more likely to be placed in the least restrictive placement. Court Services social workers have experienced workload relief for those cases served in the pilot project.

The implementation team continues to meet weekly. During the reporting period, meetings were held on November 3<sup>rd</sup>, 10<sup>th</sup>, 17<sup>th</sup> and 24<sup>th</sup> and December 1<sup>st</sup>, 2009. The successes and barriers experienced by the pilot project were presented by the team at the monthly CPS Executive Management Team (EMT) meeting on October 14, 2009.

A Meet and Confer was held with UPE on December 3<sup>rd</sup> and CPS agreed to provide a written report to this labor organization at the end of December. The report will focus on the pilot project and the current expansion to the Court Services program. Upon review of the report, UPE will decide if another Meet and Confer is needed or if the pilot can be expanded to the Family Reunification program.

**Staff Responsible:** Romeal Samuel, Program Planner  
**Status:** In Progress  
**Completion Date:** February 28, 2010

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

	Children	Families
Total Participants	43	28
Relatives Assessed (15)	22	14
Cases dismissed before TDM	6	5

<b>As a result of the combination of “child workers” and TDM</b>		
	Children	Percent
Case Dismissed	1	7%
Relative Placements	10	71%
County Foster Home Placement	2	14%
Group Home Placement	1	7%

<i>As a result of “child workers” involvement alone</i>		
	<i>Children</i>	<i>Percent</i>
<i>Remained with Parents</i>	3	15%
<i>Relative Placements</i>	5	25%
<i>County Foster Home Placement</i>	9	45%
<i>Foster Family Agency Placement</i>	2	10%
<i>Group Home Placement</i>	1	5%

*Next Steps: full implementation in the Court Services program by December 31, 2009. Continue evaluating outcomes to ensure the unit is effective in improving placement stability and permanency.*

**Recommendation:**

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

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

**Action:**

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

## Priority Area 8 - Resources

### **Recommendations:**

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

**MGT 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 has been submitted to the Court Services Program Specific Workgroup for feedback.*

**Staff Responsible:** Dovie Hostetler, Program Planner  
**Status:** In Progress  
**Completion Date:** January 31, 2010

*Next Step: Revise the referral from according to feedback received from the Program Specific Workgroup.*

**8.2** CPS is working with the Juvenile Court and attorney groups to develop and implement a process for electronically transferring court related documents.

*The workgroup continues to meet. Five proposals for electronic transfer of documents have been developed and two have been selected as strong possibilities. The workgroup is focusing on further developing the best one. Once finalized by the IT staff, components for testing will be identified and instructions developed. Subgroups met on November 13<sup>th</sup> and 18<sup>th</sup>. Online communication is occurring between meetings among the technical staff assigned to this project.*

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

*Next Step: finalize process for testing and train the initial testers.*

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

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

**8.4.1** CPS conducted a test of the Windows XP version of Dragon Naturally Speaking, a voice recognition application, to facilitate dictation of court reports and other documents directly into MS Word and other Microsoft products (Xcel, Access, Outlook). The test indicated a high degree of satisfaction with this technology among workers who tested it.

*In order to be able to use the speech recognition application, CPS ordered 99 headsets with microphones which were distributed as follows: 51 to Family Reunification social workers, 22 to Court Services social workers, 4 to Adoptions social workers and 22 to social workers in Permanency Services.*

**Staff Responsible:** Laura Williams, Program Manager  
**Status:** **Completed**  
**Completion Date:** December 9, 2009

**Recommendation:**

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

**Action:**

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

Priority Area 9 - Other

**Recommendation:**

**Recommendation:**

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

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

**Action:**

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

**9.2** *The process for submitting requests to the state for CWS/CMS system changes requires that those changes be presented to the regional users group first. If the regional users group supports the proposed changes, then those changes can be submitted to the state for consideration and approval. The issues of tracking changes with strikeouts and additional comments and creating a tracking log for changes, was presented to the Mountain Valley users group in August 2009. The users group did not support either option because the ability to update and modify the data is critical for users of the CWS/CMS system.*

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

**Status:** *Completed*

**Completion Date:** *August 31, 2009*

## COMPLETED ACTION ITEMS

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

**Staff Responsible:** Ann Edwards-Buckley, Director

**Status:** **Completed**

**Completion Date:** June 2, 2009

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

**Staff Responsible:** Ann Edwards-Buckley, Director

**Status:** **Completed**

**Completion Date:** June 2, 2009

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

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

**Status:** **Completed**

**Completion Date:** June 2, 2009

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

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

**Status:** **Completed**

**Completion Date:** June 2, 2009

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

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

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

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

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

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

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

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

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

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

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

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

**2.10** CPS is developing an email newsletter to be sent to staff and stakeholders.

*The first newsletter was emailed on September 21, 2009, to 150 individuals representing partner agencies. The next edition was sent to internal and external stakeholders on November 2, 2009. In addition, an internal newsletter will be distributed to CPS staff by December 1, 2009.*

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

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

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

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

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

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

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

**3.6** QA staff attended a class on SDM case reading to support continuous quality improvement efforts. The concepts learned at the training enabled QA staff to modify the QA review tool for used referrals. Also as a result of the training, QA staff developed a new tool for conducting reviews more efficiently.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completion Date:** May 29, 2009

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

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completion Date:** June 29, 2009

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

**Staff Responsible:** Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Joni Edison, Monin Mendoza, Abraham Samuel, Roderick Howze, Stephen Wallach, Mary Tarro, Marian Kubiak, Nancy Marshall, Laura Williams, Stephanie Lynch, Program Managers  
**Status:** **Completed**  
**Completion Date:** June 29, 2009

6.14 Two CPS program managers participated in the Northern California Training Academy's "Tools for Manager's Excellence" leadership program. The program, which

started in September 2008 and ended in May 2009, included in-depth discussion of management related topics such as:

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

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

**Staff Responsible:** Terry Clauser, Program Planner  
**Status:** **Completed**  
**Completion Date:** May 7, 2009

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

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

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

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

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

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

**7.2** Position allocations and reallocations will be determined by workload. A policy decision to review all vacancies for workload reallocation has been implemented. *During the reporting period, division managers worked cooperatively to transfer internal resources to programs in need. As an example, a vacant social worker position was shifted from Family Reunification to Adoptions and an Office Assistant position was*

*shifted from Family Maintenance to the Independent Living Program. In addition to transfers between divisions, positions are also being shifted within divisions to provide resources where needed.*

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

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

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

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

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

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

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

8.4 CPS will give social workers remote access to CWS/CMS, SDM and SafeMeasures using a mini-laptop computer and an internet connection via a Virtual Private Network (VPN).

*The mini-laptops were received, encrypted, imaged and charged. Training materials were also created. The laptops were deployed the week of October 19, 2009.*

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

**Status:** Completed  
**Completion Date:** October 16, 2009

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

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

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

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

## **DEFERRED RECOMMENDATIONS**

**Recommendation:**

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

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

**Response:**

The above recommendations pertain to the Board of Supervisors.

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

Do not concur with recommendation GJ 9.

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

Management will revisit this recommendation at a later time.

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

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

**Recommendation:**

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

**Response:**

Do not concur with recommendation GJ 31.1.

**Recommendation:**

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

**Response:**

Do not concur with recommendation GJ 31.2.

**Recommendation:**

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

**Response:**

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