

Child Protective Services Progress Report April 13, 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 sixth 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> | 50 | 38 | 88 |
| <i>Deferred</i> | 5 | 11 | 16 |
| <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> | 49 |
| <i>In Progress</i> | 19 |

*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).

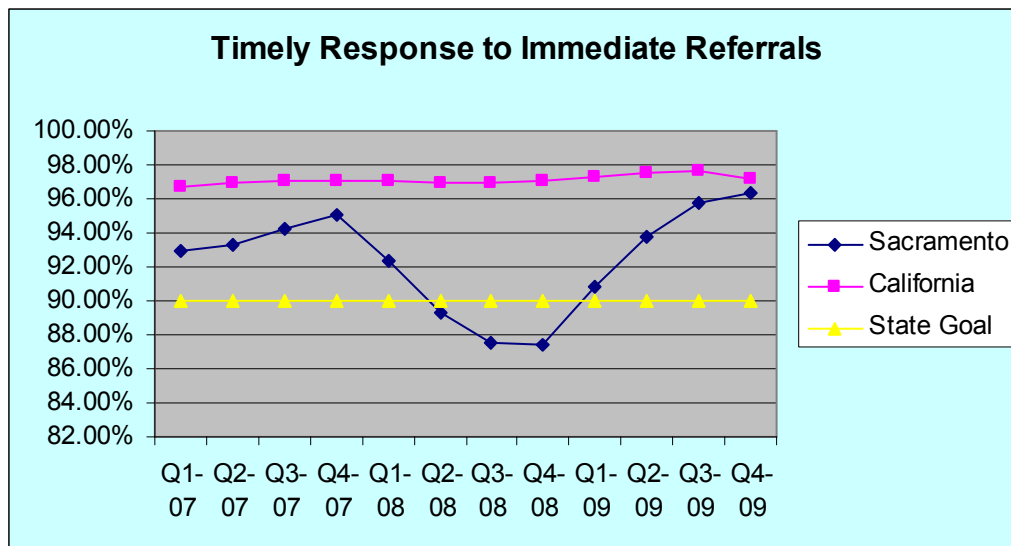
1. Timely Response to Immediate Referrals

The overall trend for this measure continues to be positive even though there was a slight decrease in performance. The raw data shows a decrease from 97.2% in the third quarter to 96.5% in the fourth. However, CPS performance exceeded both the statewide average and the state goal. CPS performance has now been above the state goal for five consecutive quarters. In addition, CPS performance for this quarter also exceeds its performance during the same quarter in 2008 (see table below).

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

| | <i>Fourth Quarter of 2009*</i> | <i>Fourth Quarter 2008*</i> |
|------------------------------|--------------------------------|-----------------------------|
| Sacramento's Performance | 96.5% | 94.2% |
| California Statewide Average | 95.6% | 97.5% |
| California State Goal | 90% | 90% |

*SafeMeasures Data



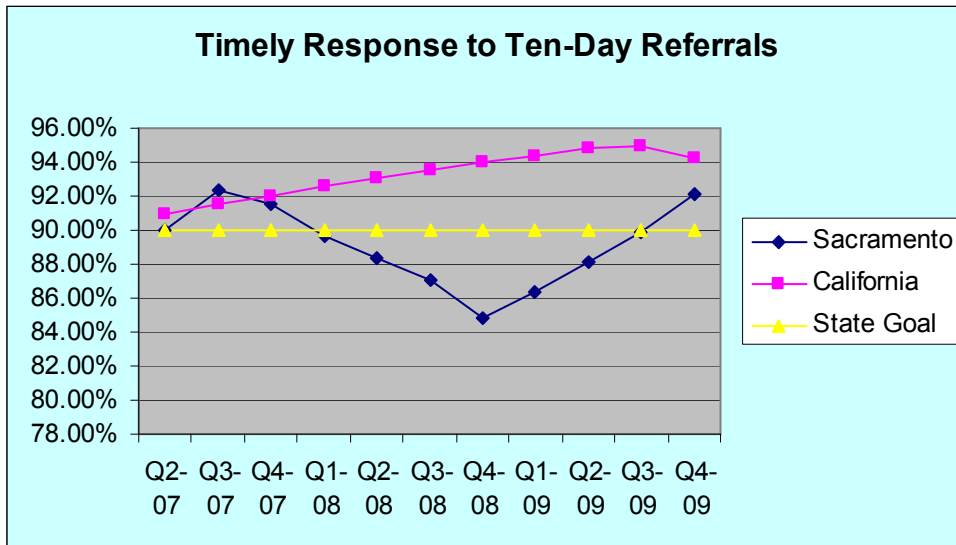
2. Timely Response to Ten Day Referrals

During this reporting period, CPS performance on this measure decreased from 94.8% in the third quarter to 89.3% in the fourth. While this performance is slightly below both the statewide average and the state goal, it represents a significant increase from the same quarter in 2008 (see table below).

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

| | <i>Fourth Quarter of 2009*</i> | <i>Fourth Quarter 2008*</i> |
|------------------------------|--------------------------------|-----------------------------|
| Sacramento's Performance | 89.3% | 80.3% |
| California Statewide Average | 90.7% | 93.6% |
| California State Goal | 90% | 90% |

*SafeMeasures Data



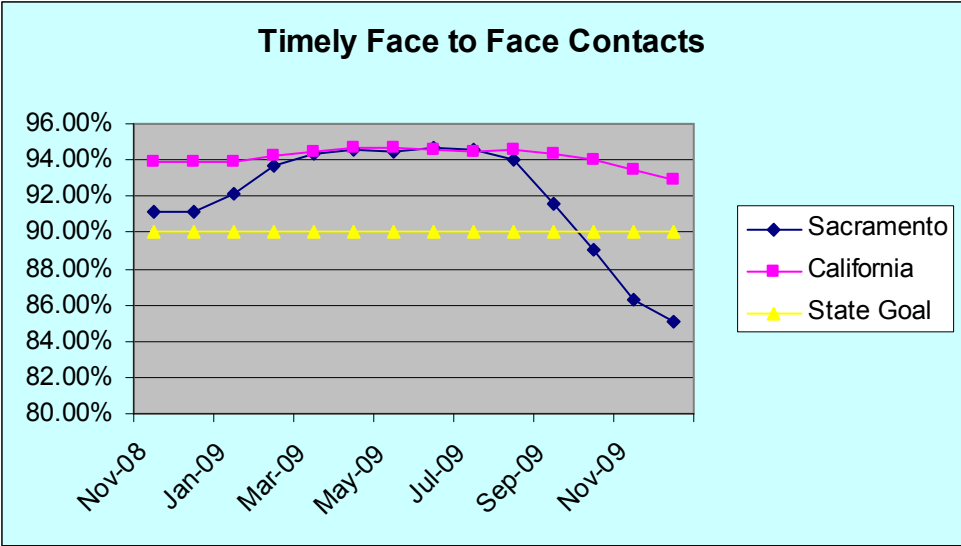
3. Timely Face to Face Contacts

Performance on this measure decreased from 84.6% in November to 84.1% in December 2009. This negative trend began in July of 2009. This is the fourth consecutive month in which CPS performance has been below the state goal. CPS performance also shows a considerable decrease from the same month in 2008 (see table below).

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

| | <i>December 2009*</i> | <i>December 2008*</i> |
|------------------------------|-----------------------|-----------------------|
| Sacramento's Performance | 84.1% | 92.3% |
| California Statewide Average | 92.5% | 94.2% |
| California State Goal | 90% | 90% |

*SafeMeasures Data



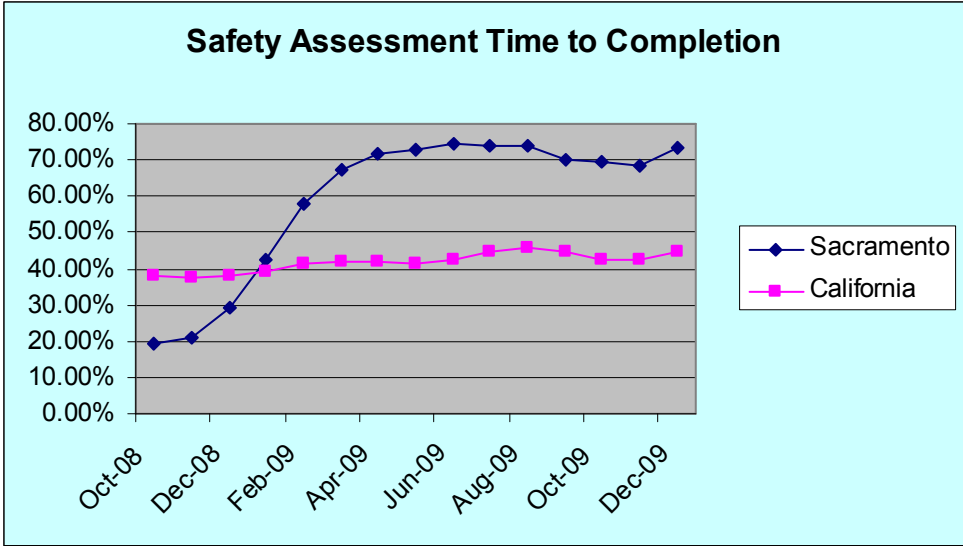
4. SDM Safety Assessments

Performance on this measure improved significantly from 71% in November to 79.5% in December. CPS performance continues to be much better than the statewide average and is also better than all comparison counties (see table below). CPS has almost doubled its performance from December 2008 and has been performing above the statewide average for 12 consecutive months.

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

| | <i>December 2009*</i> | <i>December 2008*</i> |
|------------------------------|-----------------------|-----------------------|
| Sacramento’s Performance | 79.5% | 43.1% |
| California Statewide Average | 48.7% | 39.8% |

*SafeMeasures Data

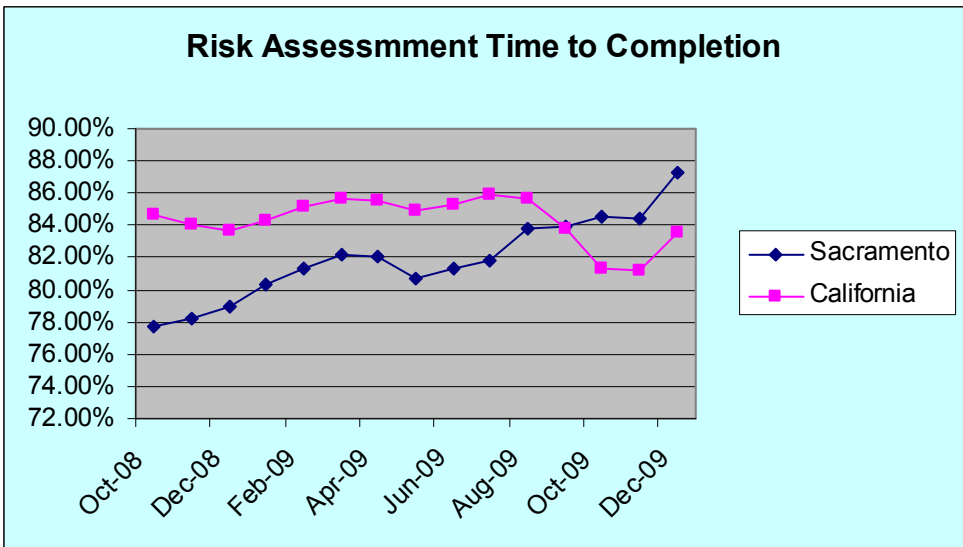


5. SDM Risk Assessments

There was a dramatic improvement on this measure during the reporting period, from 85% in November to 93.2% in December. This is the fifth consecutive month in which CPS has outperformed the rest of the state. CPS is also performing better than most 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>December 2009*</i> | <i>December 2008*</i> |
|------------------------------|-----------------------|-----------------------|
| Sacramento’s Performance | 93.2% | 79.7% |
| California Statewide Average | 88.4% | 83.9% |

*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 | 96.5% | 98.4% | 94.2% | 96.4% | 98.4% | 99.0% |
| Timely Response to 10-Day Referrals | 89.3% | 86.3% | 86.9% | 91.0% | 96.4% | 95.4% |
| Face to Face Contacts | 84.1% | 85.9% | 96.5% | 93.2% | 93.2% | 98.3% |
| Completion of SDM Safety Assessment | 79.5% | 36.3% | N/A | 53.1% | 53.6% | 67.6% |
| Completion of SDM Risk Assessments | 93.2% | 88.7% | N/A | 84.5% | 95.9% | 89.1% |

PRIORITIZED RECOMMENDATIONS

Priority Area 1 – Overarching

Recommendation:

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

Action:

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

Staff Responsible: Laura Coulthard, Deputy Director
Status: 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 February 16 and met with the Executive Management Team to discuss progress. He received detailed updates on the work of the Workforce, Technology, Visioning, Communications, Continuous Quality Improvement and Performance Evaluation workgroups. The capacity development manager will submit a final report to the Board of Supervisors detailing accomplishments and status of his work with CPS on June 1, 2010.*

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

Next Step: the capacity development manager will come to Sacramento in April to meet with CPS management staff and monitor progress.

Priority Area 2 - Management and Oversight

Recommendation:

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

Action:

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

CPS management continues to respond to requests for information received from the Grand Jury and continues to meet with them on a regular basis. The most recent meeting between 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:

2.9 A Meet and Confer regarding Imminent Risk (front end) TDMs was held with UPE on December 15th and this best practice was approved for full implementation, effective February 1, 2010. Training for Emergency Response and Informal Supervision staff regarding Imminent Risk TDMs was completed in three sessions held on January 5th, 12th and 26th. This practice is now fully in place and data will be tracked through our quarterly CPS Data Book.

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

2.9.1 The second type of “front end” TDM is the Emergency Removal TDM and it takes 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. A sub-committee focusing on the implementation of Emergency Removal TDMs met on January 7th and 28th. The committee is currently in the process of identifying and addressing barriers for implementation.

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 as scheduled. So far, only immediate response referrals are being consolidated. However, there is a plan to begin testing consolidation of ten-day referrals in March.*

Staff Responsible: Kim Pearson, Division Manager
Melinda Lake, Division Manager
Status: In Progress
Completion Date: April 1, 2010

Next Step: begin testing consolidation of ten-day referrals on March 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 five more Policies and Procedures were completed and posted on the internet: Critical Incidents (12/24/09), NetBook Assignment (12/21/09), Performance Evaluation (1/11/10), Medical Exams Update (12/9/09) and Training (12/2/09). As of February 5, there are a total of ten completed Policies and Procedures placed on the intranet. Documents now under development include: Emergency Response Intake, Joint CPS/Family Court Cases, Placement Process and Progressive Complaint Resolution. From January 12 to the current date, program planners were pulled from this project to work on developing a new service model to accommodate the anticipated April 2010 budget cuts. Project staff have spent a total of 1295 hours, or 17% of their available time on this project from 11/22/09 to 01/15/10. Our goal is 50%.*

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

Next Step: 17 planners and program specialists will attend training in March and April. Flow charts will be developed for new processes to facilitate the development of related Policies and Procedures.

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 approved and adopted and a plan for communicating these values was developed in conjunction with CWLA and the capacity development manager.

Staff Responsible: Alicia Blanco, Program Planner
Status: *Completed*
Completion Date: *February 26, 2010*

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 February 5, 2010. A total of 802 differential response referrals have been made since February 1, 2009 and 524 joint visits have been conducted since that date.*

| Site | Total referrals for the week of 2/5/10 | Total Joint visits for the week of 2/5/10 |
|------------------|---|--|
| La Familia | 4 | 0 |
| River Oak | 1 | 0 |
| Valley Hi | 1 | 2 |
| Meadowview | 0 | 0 |
| Rancho | 2 | 1 |
| North Highlands | 4 | 0 |
| North Sacramento | 4 | 3 |
| MAN | 2 | 0 |
| TOTALS | 18 | 6 |

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 incorporated into the December issue of the electronic newsletter via a computer link. The newsletter was distributed to a total of 170 people, including staff and representatives from community agencies. No one responded to the survey. Therefore, in order to improve the response rate, the survey will be sent as a separate document to all newsletter recipients. This will be done in March.*

Staff Responsible: Laura Williams, Program Manager
Status: In Progress
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. *In late December they met with representatives from the Children's Receiving Home and in January they met with representatives from the Slavic Assistance Center.*

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

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. *Families are currently being referred by Emergency Response, Informal Supervision, Court Services and Family Reunification, all of which have received training and information regarding River Oak’s Early Head Start Program. To make referrals easier, Family Reunification asked parent leaders to assist with processing and connecting families to River Oak. Thanks to these efforts, a total of 76 children were referred, resulting in 50 enrollments in the Early Head Start Program.*

Staff Responsible: *Marian Kubiak, Judy Pierini, Eva Schrage, Abraham Samuel, Monin Mendoza, Program Managers*

Status: **Completed**

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:

6.1.1 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: In Progress
Completion Date: April 1, 2010

Next Step: the protocol will be vetted with staff and implemented after April 1.

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: In Progress
Completion Date: April 1, 2010

Next Step: the improved hiring process will be vetted with staff and implemented after April 1.

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: In Progress
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 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. *All managers except for one have completed their training on the Performance Evaluation Process (PEP). Managers can now begin to conduct performance evaluations on direct reports who are in the management classification. Managers will conduct performance evaluations for supervisors in February, after all supervisors are trained on the PEP. Supervisors will be able to conduct performance evaluations on their staff as soon as the staff are trained. Training for social workers and other line staff will begin in March.*

Staff Responsible: Terry Clauser, Program Planner
Status: In Progress
Completion Date: June 30, 2012

Next Step: Supervisors will be trained in February, either on February 3rd, 8th, 18th or 22nd.

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:

6.8 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: **Completed**
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 *The Workforce Workgroup met on November 16th and November 30th and completed a draft proposal for the enhanced peer mentor model. The proposed model was submitted to department leadership and was discussed by the Executive Management Team at the December 8th and January 11th meetings. The model was approved and is ready to be implemented as soon as needed.*

Staff Responsible: Karen Parker, Program Planner

Status: **Completed**

Completion Date: *January 11, 2010*

Next Step: contact labor organizations and provide them with information about the new peer mentor model.

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: In Progress

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 is being conducted by a work group which includes representatives from all job classifications involved in the dependent intake process. *During the past two months, the group has been focusing on pressing issues derived from recent budget cuts and layoffs, such as staffing and obtaining medical exams for children. However, given the ongoing budget issues, a new management level group has been formed to examine systemic efficiency issues, including issues being address by the DI efficiency workgroup. The new management efficiency workgroup met on February 2nd and 4th and will continue to meet twice a week through April 2010.*

Staff Responsible: Martha Haas, Program Planner

Status: In Progress

Completion Date: March 31, 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 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 December 8th, 15th, 22nd, 29th, 2009 January 5th, 12th, 19th and 27th and February 2nd, 2010. Feedback is positive: children are more likely to be placed in the least restrictive placement, and social workers have appreciated workload relief for those cases served. Over the past 30 days the team has worked on expansion of the project in Court Services. A kinship child focus worker has been

assigned to all Emergency Response and Law Enforcement removals to support the assigned social worker. We have also worked collaboratively with the Children's Receiving Home (CRH) to assist with pre-placement visits and transitioning children to appropriate placements. As a result of this collaboration 40 children have exited CRH.

The court services supervisors have been trained on the placement process and additional training will occur this month at unit meetings. In addition, a Sunday through Thursday swing shift position was added on January 10, 2010 to serve children coming into protective custody after hours and weekends.

A written report was provided to Labor Relations (UPE) on January 8, 2010 on the progress and expansion of the pilot project. The Centralized Placement Support Unit has capacity to provide placement support to the Court Services Program. As a result, all placements were required to go through CPSU as of February 1, 2010.

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.

| | <i>Children</i> | <i>Families</i> |
|-----------------------------------|-----------------|-----------------|
| <i>Total Participants</i> | 83 | 55 |
| <i>Relatives Assessed (15)</i> | 33 | 22 |
| <i>Cases dismissed before TDM</i> | 8 | 5 |

| <i>As a result of the combination of "child workers" and TDM</i> | | |
|---|-----------------|----------------|
| | <i>Children</i> | <i>Percent</i> |
| <i>Case Dismissed</i> | 11 | 13% |
| <i>Relative Placements</i> | 16 | 19% |
| <i>County Foster Home Placement</i> | 13 | 15% |
| <i>Foster Family Agency Placement</i> | 9 | 11% |
| <i>Children's Receiving Home Placement</i> | 30 | 36% |
| <i>Other</i> | 4 | 5% |

Next Steps: Continue evaluating outcomes to ensure the unit is effective in improving placement stability and permanency. Pilot the project in 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.

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

Next Step: begin testing on March 1.

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.

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

Next Step: County Counsel will rejoin the group to review progress as it relates to the legal requirements of court documents.

Recommendation:

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

Action:

8.6 Since July 2009, five new vehicles have been assigned to CPS. Some of these vehicles were placed in the general pool and others were assigned to specific social worker units. The total number of vehicles assigned to CPS as of February 12 is 208.

***Staff Responsible:** Bambi Rethford, Administrative Services Officer
Status: Completed
Completion Date: February 12, 2010*