

**Child Protective Services Progress Report  
August 23, 2011**

**INTRODUCTION**

*One year into its reorganization, Child Protective Services (CPS) is pleased to share the attached data which indicates progress on key indicators. The Division is currently performing above the state goal on the following indicators:*

- *Timely Response to Immediate Referrals*
- *Timely Response to 10-day Referrals*
- *Timely Face to Face Contacts*

*The Division is currently performing at or above the California statewide average on the following indicators:*

- *Timely Response to 10-Day Referrals*
- *Timely Completion of Structured Decision Making (SDM) Safety Assessments*
- *Timely Completion of SDM Risk Assessments*

*In addition, CPS is also performing above the national goal and the California statewide average on No Recurrence of Maltreatment and has made substantial improvement on Reentries Following Reunification.*

*Despite these gains, there is much to be done to improve permanency and placement stability outcomes. For this reason, the next and last phase of the reorganization focuses on permanency. Efforts are underway to develop a model for permanency that builds on the Division's concurrent planning practices, with emphasis on improving family and child engagement, transparency and inclusiveness while strengthening partnerships with schools, communities and neighborhoods.*

*In partnership with the Northern California Training Academy, CPS hosted two permanency planning summits to assess current practices, identify barriers to permanency and generate solutions. Youth, parents, relatives and resource parent advocates as well as community partners and CPS supervisors and managers participated in the planning sessions. Next steps include reviewing the feedback generated by the planning sessions and working with CPS staff, community partners and other stakeholders to develop an improved model for permanency.*

**REPORT FORMAT**

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

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

	<i>Action Items*</i>	<i>Percentage</i>
<i>Completed</i>	72	95%
<i>In Progress</i>	4	5%
<i>TOTAL</i>	76	100%

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

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

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

**PERFORMANCE INDICATORS**

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

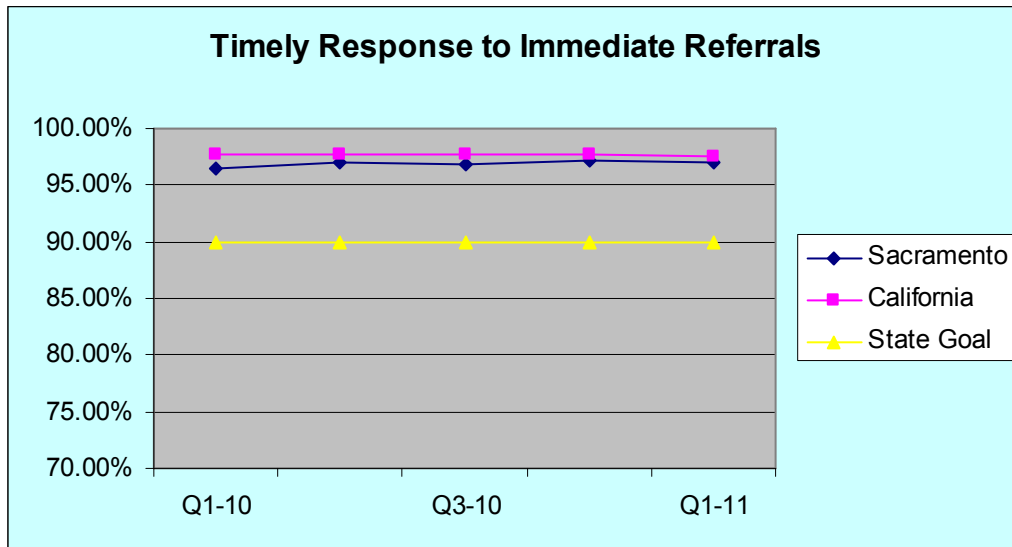
1. Timely Response to Immediate Referrals

*Performance on this measure has remained stable from the 96.8% in the first quarter of 2010 to 96.4% in the first quarter of 2011. CPS has been performing above the state goal on this measure since the fourth quarter of 2008.*

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

	<i>First Quarter 2010*</i>	<i>First Quarter 2011*</i>
Sacramento's Performance	96.8%	96.4%
California Statewide Average	97.7%	97.3%
California State Goal	90%	90%

\*SafeMeasures Data

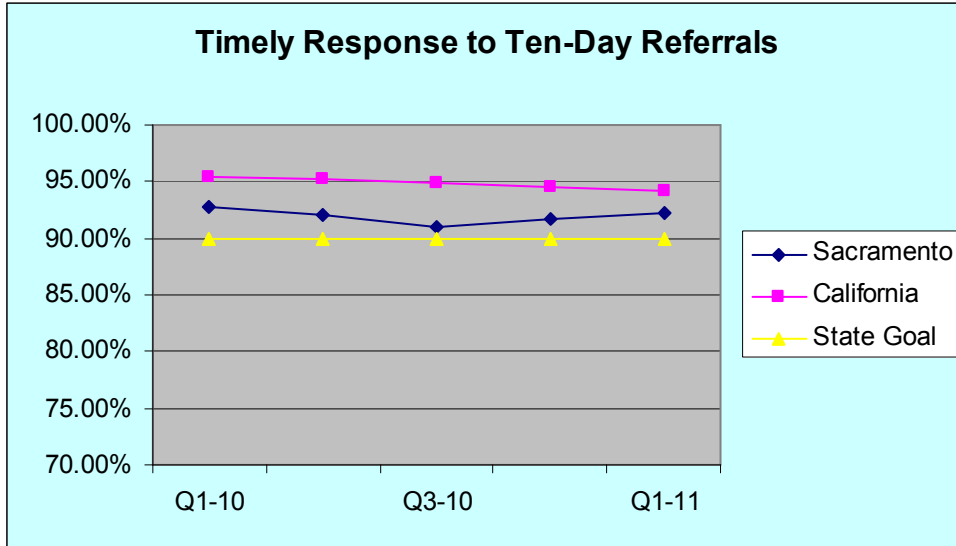


2. Timely Response to Ten Day Referrals

*Performance on this measure improved from 91.6% in the first quarter of 2010 to 93.9% in the first quarter of 2011. CPS has been performing above the California State Goal on this measure since the first quarter of 2009. At the request of the Board, the graph for this measure represents a one year moving average.*

	First Quarter 2010*	First Quarter 2011*
Sacramento's Performance	91.6%	93.9%
California Statewide Average	95.1%	93.7%
California State Goal	90%	90%

\*SafeMeasures Data



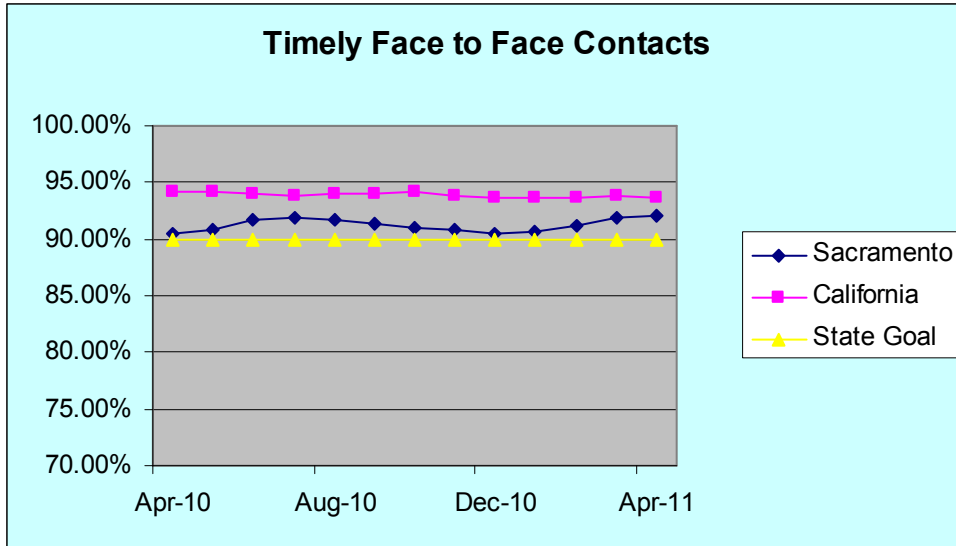
3. Timely Face to Face Contacts

*Performance on this measure increased from 91.3% in April 2010 to 92.3% in April 2011. This performance is above the state goal but is slightly below the statewide average. CPS has been performing at or above the state goal on this measure since February 2010*

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

	April 2010*	April 2011*
Sacramento's Performance	91.3%	92.3%
California Statewide Average	94.3%	93.4%
California State Goal	90%	90%

\*SafeMeasures Data



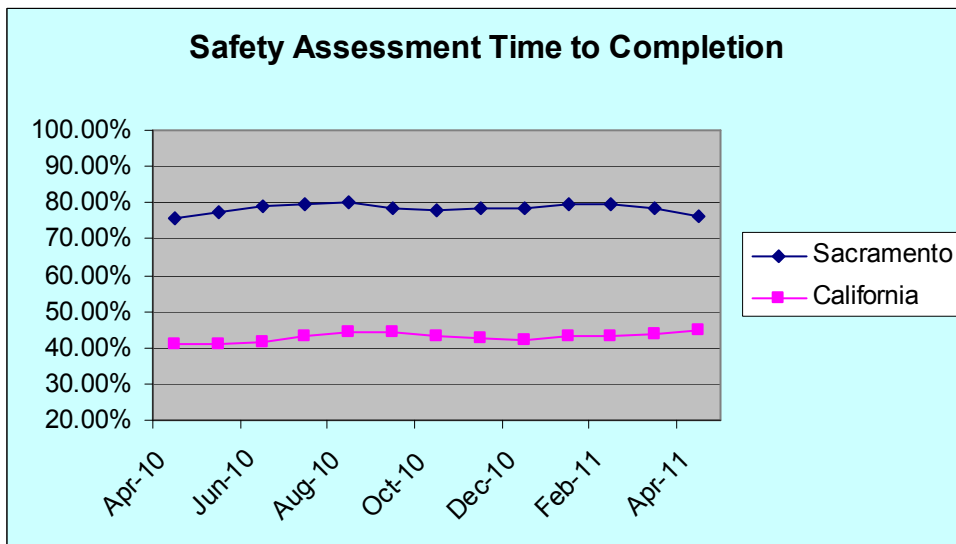
4. SDM Safety Assessments

*CPS' performance on this measure decreased from 78.6% in April 2010 to 74.6% in April 2011. Despite this decrease, CPS' performance on this measure greatly exceeds the California Statewide Average. CPS has been performing above the statewide average since December 2008. CPS is also performing above 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>April 2010*</i>	<i>April 2011*</i>
Sacramento's Performance	78.6%	74.6%
California Statewide Average	41.3%	47.8%

\*SafeMeasures Data

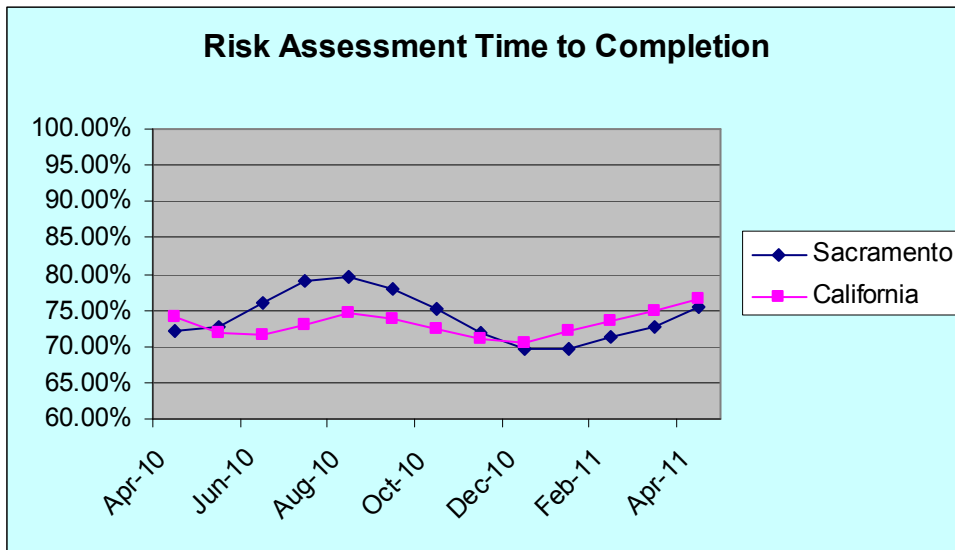


5. SDM Risk Assessments

*CPS improved on this measure, from 72% in April 2010 to 81% in April 2011. This is the first month, since October 2010, that CPS' performance exceeds the statewide average. There is no state goal for this measure. At the Board's request, the graph below represents a three-month moving average.*

	<i>April 2010*</i>	<i>April 2011*</i>
Sacramento's Performance	72%	81%
California Statewide Average	69.9%	79.4%

\*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	96.4%	98.8%	94.1%	96.5%	99%	99.4%
Timely Response to 10-Day Referrals	93.9%	90.5%	88%	91.8%	95.9%	94.8%
Face to Face Contacts	92.3%	93.9%	94.3%	90.1%	93.4%	99%
Completion of SDM Safety Assessment	74.6%	34.5%	N/A	51.3%	67.3%	64%
Completion of SDM Risk Assessments	81%	96.3%	N/A	72.6%	74.2%	86.8%

**PRIORITIZED RECOMMENDATIONS**

Priority Area 1 – Overarching

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

Priority Area 2 - Management and Oversight

**Recommendations:**

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

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

**Actions:**

*2.9.1 Regionalization has provided CPS with additional opportunities to engage community partners. The CPS regions align with the boundaries of the major school districts in the county to allow for active collaboration with schools in each of the regions. During the reporting period, CPS staff and management held a resource fair and celebration at La Familia Counseling Center to mark the consolidation of the South/Central Region. This event was attended by approximately 46 representatives from partner agencies and over 100 social workers and supervisors. The resource fairs in each region serve as a springboard for managers, supervisors and social workers to deepen their knowledge of and collaboration with the various partners in each region.*

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

**Status:** *Completed*

**Completion Date:** *June 2, 2011*



Priority Area 3 – Structured Decision Making

Recommendations under Priority Area 3 have been addressed and all action items have been completed.

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 Division recognizes that clear, concise and user friendly policies and procedures are an essential component of high quality practice. During the reporting period, 10 policies and 53 procedures were posted on the CPS intranet, these bring the year-to-date total to 30 policies and 87 procedures finalized and posted. Major documents revised during the reporting period include Case Assessment/Planning and Placement, which were posted in June 2011. Project staff spent 1,002 hours on policies and procedures during the reporting period.*

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

**Status:** In Progress

**Completion Date:** December 31, 2011

*Next Steps: major documents prioritized for completion during the next three months include Education Rights, Social Worker Contacts with Parents and Paternity Determination.*

Priority Area 5 – 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.

**Action:**

**5.9** CPS continues to develop Memoranda of Understanding (MOU) with community partners and governmental entities. An MOU with *Child Health and Disability Prevention (CHDP)* has been finalized and executed; *The Foster Family Agencies (FFA)* MOU has been finalized and sent to FFAs for signature; the MOU with law enforcement agencies has been submitted to their representatives for final review and feedback.

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

**Status:** In Progress

**Completion Date:** September 15, 2011

**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 has interacted with CPS.

**Action:**

**5.6** Last year CPS conducted the first survey of community partners to ascertain their perceptions of the agency, determine their level of satisfaction with CPS' customer service, and obtain feedback on how well partnership activities are working. *The survey was sent to community partners in July 2011, not May, as originally planned.*

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

**Status:** *Completed*

**Completion Date:** *July 15, 2011*

Priority Area 6 – Human Resources

**Recommendation:**

**MGT 6.4** CPS should ensure that supervisors and managers are performing annual performance evaluations of all their staff. These evaluations should include assessment of the staff's use of the SDM tool, evaluation of outcomes related to the cases staff have worked on, and any information provided from the QA unit based on their reviews.

**GJ 3** The completion of yearly evaluations on all employees must be recognized as a critical, high priority activity required of supervisors and managers.

**GJ 5** CPS supervisory personnel must attend a training course specifically focused on employee performance evaluations.

**GJ 7.1** CPS management should work with the Human Resources Department to immediately complete evaluations on all CPS personnel.

**GJ 7.2** CPS supervisors and managers should be held accountable for ensuring that employee evaluations are completed in a timely manner.

**Action:**

*6.3 The Performance evaluation system is in place. All staff are using the Performance Enhancement Program (PEP) to complete employee evaluations. Monthly compliance reports are sent to managers who report on their program's compliance monthly during the safety data conference call. As of August 1, 2011, 43% of the evaluations that have come due between January 1 and July 31, 2011 have been completed.*

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

**Status:** *Completed*

**Completion Date:** June 30, 2011

Priority Area 7 – Excessive Caseloads**Recommendations:**

**MGT 4.2** CPS should map and reengineer its core child welfare processes to increase efficiency. CPS should map current processes down to the activity level and systems/documentation used.

**MGT 4.2.1** CPS should review the maps to identify decision points, handoffs and bottlenecks.

**MGT 4.2.2** CPS should then examine and reengineer its processes using the maps to eliminate redundant steps, reduce the use of paper documents, improve quality, and reduce case and referrals times.

**GJ 16** Tasks not needing the skills of a social worker should be turned over to support staff.

**Actions:**

*7.6.1 With every phase of the reorganization our core processes are being examined and streamlined. This is done in “Detail” staff meetings, management “Compression Planning” meetings and meetings with our community partners. As decisions are made, policies and procedures are being created to formalize the new processes.*

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

*Next Steps: involve community partners and staff in the permanency planning efforts.*

*7.7 The Centralized Placement Support Unit (CPSU) was developed to be child focused and take on the responsibility of securing homes for foster children newly entering the system as well as any subsequent placement needs securing placement with a relative or a non-related extended family member is the priority for all cases where this is a viable option. If this is not possible, the CPSU places the child in an appropriate foster home. In April 2010, the CPSU started working with placements for children entering the system and has recently begun servicing the dependency programs. All data outcomes indicate an increase in placement stability and increased relative placements when the CPSU is utilized.*

**Staff Responsible:** Niku Mohanty, Program Planner  
**Status:** In Progress  
**Completion Date:** August 31, 2011

*Next Steps: The CPSU will begin making placements for Permanency Services cases, making the use of CPSU mandatory for all appropriate cases, by September 30, 2011.*

Priority Area 8 - Resources

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