

**Child Protective Services Progress Report
December 06, 2011**

INTRODUCTION

Despite budget cuts, staffing reductions and intense work on the reorganization, Sacramento County Child Protective Services (CPS) continues to improve performance on key indicators. The Division is currently performing above the state goal on three key indicators that have a state goal:

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

The Division is currently performing at or above the California statewide average on four out of five key indicators:

- *Timely Response to Immediate Referrals*
- *Timely Face to Face Contacts*
- *Timely Completion of Structured Decision Making (SDM) Safety Assessments*
- *Timely Completion of SDM Risk*

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.

CPS is currently working with Casey Family Programs, the Northern California Training Academy, the Children's Research Center, Connected Families, Wentz Training, Hay Consulting and community partners to develop a concurrent planning model that includes the following components:

- *Early engagement*
- *Family teaming*
- *Decision-making tools*
- *Resource Families*

The scope of work also includes addressing the needs of non-minor dependents covered under AB12. CPS and partner agencies anticipate completion of a draft model by the end of 2011.

REPORT FORMAT

This is the fourteenth 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).

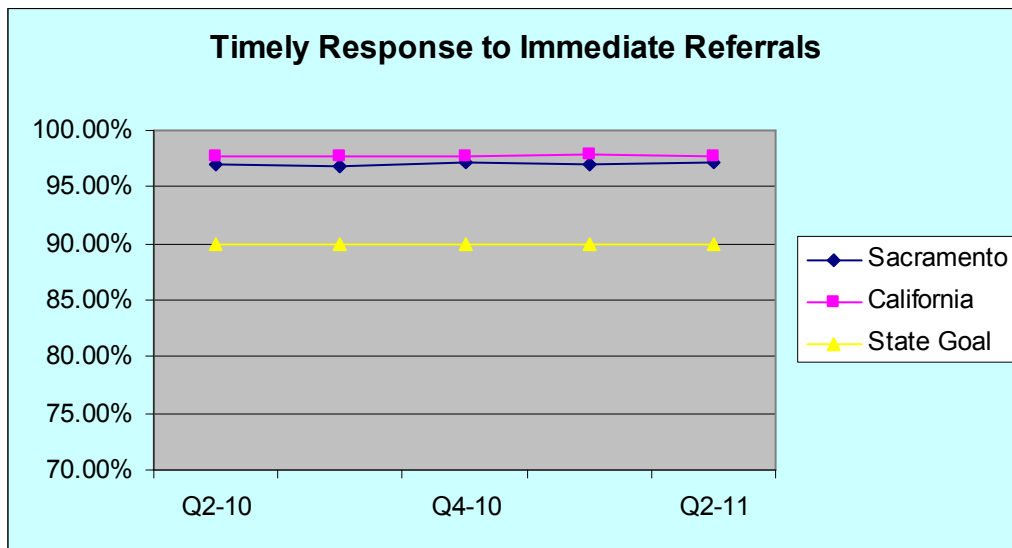
1. Timely Response to Immediate Referrals

Performance on this measure has remained stable from the 97.7% in the second quarter of 2010 to 98% in the second quarter of 2011. Sacramento’s performance during this quarter matches the statewide average. In addition, 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. *As the graphs shows, the CPS trend line for this measure has remained very stable (at approximately 98%) just slightly below the statewide average.*

	<i>Second Quarter 2010*</i>	<i>Second Quarter 2011*</i>
Sacramento’s Performance	97.7%	98%
California Statewide Average	97.7%	97.6%
California State Goal	90%	90%

*SafeMeasures Data



2. Timely Response to Ten Day Referrals

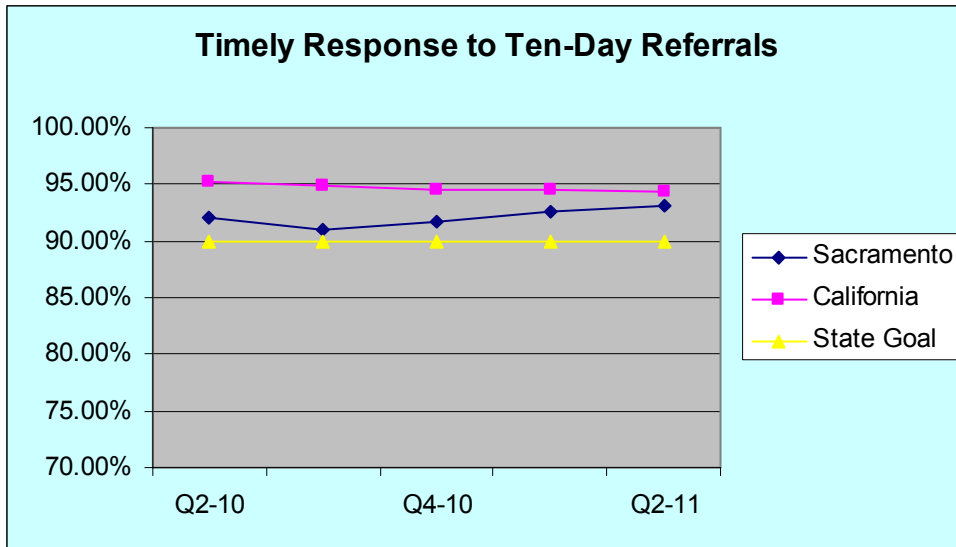
Performance on this measure improved from 90.8% in the second quarter of 2010 to 93.2% in the second quarter of 2011. CPS has been performing above the California State Goal on this measure since the first quarter of 2009. CPS is also performing

better than all comparison counties on this measure (see comparison table on page 7)..

At the request of the Board, the graph for this measure represents a one year moving average. As the graph below shows, the CPS trend line for this measure has been improving since the fourth quarter of 2010 and is moving closer to the statewide average.

	Second Quarter 2010*	Second Quarter 2011*
Sacramento’s Performance	90.8%	93.2%
California Statewide Average	94.7%	93.8%
California State Goal	90%	90%

*SafeMeasures Data



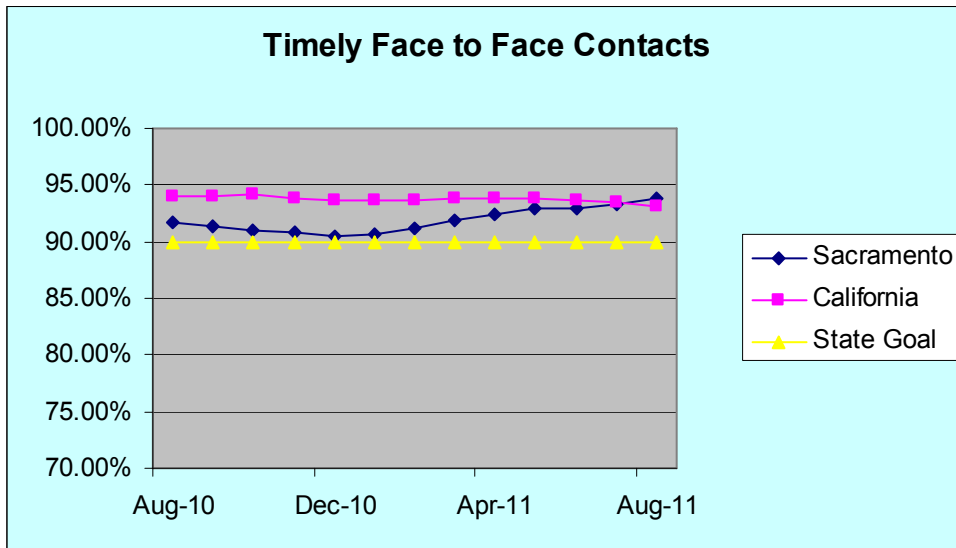
3. Timely Face to Face Contacts

Performance on this measure improved from 90.3% in August 2010 to 94.4% in August 2011. This performance is above the state goal and the statewide average. This is the first month CPS performance exceeds the statewide average and is also the first month Sacramento’s performance is above 94% since June 2009. 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. The graph shows the positive trend began in February 2010 and has continued steadily, slightly surpassing the statewide average in August 2011.

	August 2010*	August 2011*
Sacramento’s Performance	90.3%	94.4%
California Statewide Average	94.2%	93%
California State Goal	90%	90%

*SafeMeasures Data



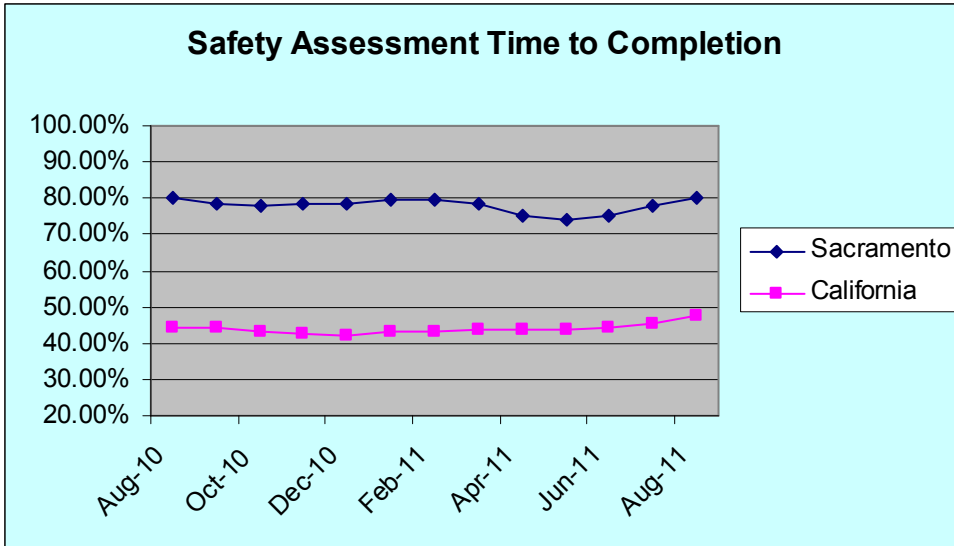
4. SDM Safety Assessments

Sacramento’s performance on this measure improved from 77.8% in August 2010 to 80.6% in August 2011. CPS’s 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 comparison table on page 7).

There is no state goal for this measure. At the Board’s request, the graph below represents a three-month moving average. *The graph shows stability on this measure except for a small dip early in 2011 which correlates with a sudden increase in referrals during the same time period.*

	August 2010*	August 2011*
Sacramento’s Performance	77.8%	80.6%
California Statewide Average	45%	49.9%

*SafeMeasures Data



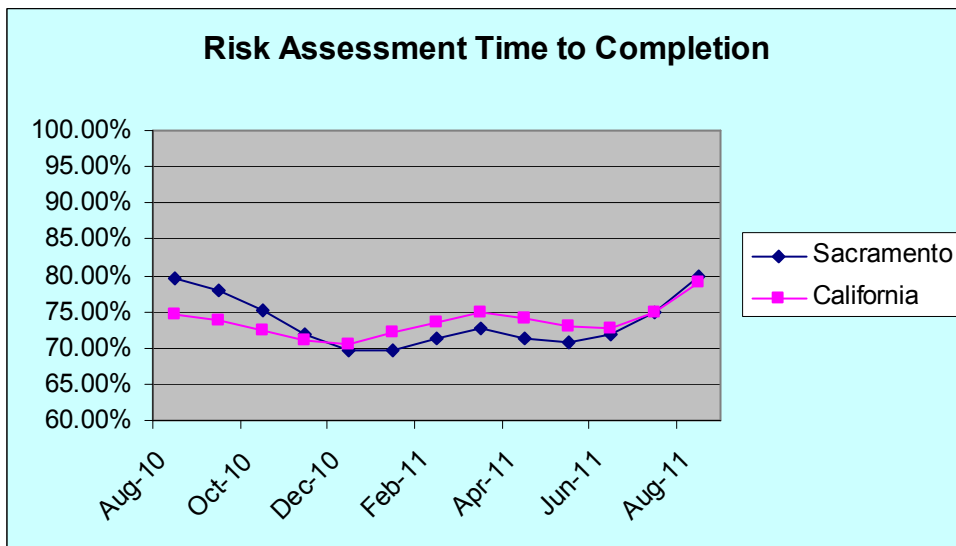
5. SDM Risk Assessments

CPS improved on this measure, from 77.6% in August 2010 to 85.6% in August 2011. This is the second time this year that Sacramento’s performance exceeds the statewide average. There is no state goal for this measure.

At the Board’s request, the graph below represents a three-month moving average. The graph shows an improving trend in CPS performance starting in February 2011.

	August 2010*	August 2011*
Sacramento’s Performance	77.6%	85.6%
California Statewide Average	75.4%	83.8%

*SafeMeasures Data



ATTACHMENT A

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	98%	98%	97.4%	96%	98.3%	99.8%
Timely Response to 10-Day Referrals	93.2%	91.6%	90.8%	92.8%	93.1%	92.6%
Face to Face Contacts	94.4%	93.1%	94.1%	89.2%	95.3%	99%
Completion of SDM Safety Assessment	80.6%	33.9%	N/A	53.9%	56.6%	61.8%
Completion of SDM Risk Assessments	85.6	93.4%	N/A	80.5%	90.2%	84.6%

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 under Priority Area 2 have been addressed and all action items have been completed.

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, 4 policies and 1 procedure were posted on the CPS intranet, these bring the year-to-date total to 34 policies and 88 procedures finalized and posted. In addition, 7 policies and 3 procedures were updated during this period. Major documents revised during the reporting period include Child Abuse/Neglect Intake Reports, Emergency Response Investigation and Placement policies and procedures.*

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

Status: In Progress

Completion Date: December 31, 2011

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. *The Foster Family Agencies (FFA) MOU has been finalized and as of October 6, 2011 a total of 32 FFAs have signed the agreement; the MOU with law enforcement agencies has been submitted to their representatives for final review and feedback.*

Staff Responsible: Alicia Blanco, Program Planner
Niku Mohanty, Program Planner
Status: In Progress
Completion Date: *January 15, 2012*

Priority Area 6 – Human Resources

Recommendations under Priority Area 6 have been addressed and all action items have been completed.

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 During the reporting period, CPS has continued to work on permanency planning, which is Phase 3 of the reorganization. In June, CPS held two all-day Permanency Summits attended by CPS supervisors and managers, as well as a large cross-section of community partners involved with permanency efforts. This meeting was held to reach a common understanding of concurrent planning, to understand Sacramento County's current structure and to lay the foundation for the development of an enhanced Concurrent Planning Model. Sacramento CPS is also expanding its partnership with UCD Training Academy and Casey Family Programs to include training for staff regarding permanency and relative placements, researching decision making tools, strengthening the relative placement process and moving permanency planning to the front end of the system. We are also reconvening the Partners for Permanency community agency workgroup to review their role in improving permanency for the children and families we serve.

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

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 phasing in service to the dependency programs. All data outcomes indicate an increase in placement stability and increased relative placements when the CPSU is utilized. *The Department continues to work on implementing placement finding*

ATTACHMENT A

though CPSU for Permanency Services cases but did not meet the previous projected date of September 30th, 2011. It is anticipated that the CPSU will begin making placements for all appropriate cases in the Department in early 2012.

Staff Responsible: Niku Mohanty, Program Planner
Status: In Progress
Completion Date: February 1, 2012

Next Steps: The CPSU will begin making placements for Permanency Services cases, making the use of CPSU mandatory for all appropriate cases, by early 2012.

Priority Area 8 - Resources

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