

Child Protective Services
MGT and Grand Jury Recommendations

February 15, 2011

ATTACHMENT B

Rep. No.	PRIORITIZED RECOMMENDATIONS	Work Plan	Effective	Staff	Status
1	Overarching				
MGT	1.1 County must hold CPS responsible for implementing a change mgmnt plan to correct deficiencies and improve outcomes				
MGT	1.2 Appoint a capacity development manager (CDM) to assist in the change process				
MGT	1.3 The CDM should come from outside the system and possess the needed background and experience				
MGT	1.4 The CDM should be a peer with the Deputy Director				
Action 1.1	CPS is working with CWLA to develop and implement a change management plan to improve outcomes		2-Jun-09	Ann Edwards-Buckley	Completed
Action 1.2	Appointed a Capacity Development Manager to work closely with the CPS Deputy Director in the implementation of the plan		2-Jun-09	Ann Edwards-Buckley	Completed
MGT	1.5 The Deputy Director must ensure staff cooperation with the implementation of the action plan				
Action 1.3	the CPS Deputy Director will secure participation and cooperation from staff at all levels of the organization		1-Jun-10	Laura Coulthard	Completed
MGT	1.6 The plan should include at a minimum specifics action steps, staff responsible, timelines and performance measures				
Action 1.4	Develop a plan to address the recommendations and submit a progress report to the Board every 30 days		2-Jun-09	Laura Coulthard	Completed
MGT	1.7 The CDM should report monthly (verbally) to the Board of Supervisors				
MGT	1.8 The CDM should provide written reports on progress every 90 days				
MGT	1.9 The CDM should continue until all action plan steps are implemented and there is measurable improvement (at least a 6 mo)				
MGT	1.11 The County should fund the CDM and provide and fund other needed resources				
GJ	1.4 The County Board of Supervisors require that a public report be made in six months as to progress made.				
Action 1.5	CPS will provide a written progress report to the BOS listing all action items and progress on implementation		2-Jun-09	Laura Coulthard	Completed
Action 1.6	CWLA and the Capacity Development Manager will work with CPS over a 6-month intensive intervention period		1-Jun-10	CWLA	Completed
Action 1.7	Allocate funds to contract with CWLA to develop and implement a change management plan		2-Jun-09		Completed
2	Management and Oversight				
MGT	2.1 CPS should, within the next 12 months, begin to develop a 5-year strategic plan with performance measures				
Action 2.1	CPS will finalize the System Improvement Plan (SIP) which is the required 3-year strategic planning tool used by counties and CDSS		1-Dec-09	Laura W.	Completed
MGT	2.2 CPS should provide adequate resources to QA staff and begin meaningful QA reviews				
MGT	2.2.1 Improved QA analysis will lessen supervisory responsibilities for review and emphasize field-based philosophy				
Action 2.2	Hire a program specialist to fill the remaining vacancy in the QA unit		15-Mar-09	Laura Coulthard	Completed
Action 2.3	Provide training to managers on "Analytics for Child Welfare Administration"		2-Jul-09	Laura Williams	Completed
Action 2.4	Develop a mechanism to monitor and track progress on the SIP strategies		30-Nov-09	Laura Williams	Completed
GJ	1.2 HHS/CPS leadership should publicly adopt these recommendations and develop a strategy for moving forward				
Action 2.5	The work with CWLA will include the Grand Jury and MGT recommendations		2-Jun-09	Laura Coulthard	Completed
GJ	1.3 HHS/CPS leadership should invite the Grand Jury back in 6 months to evaluate progress				
Action 2.6	CPS will involve members of the Grand Jury in the change process and will provide periodic progress reports to Grand Jury		31-Dec-10	Laura Coulthard	Completed

Child Protective Services
MGT and Grand Jury Recommendations

February 15, 2011

ATTACHMENT B

Rep. No.	PRIORITIZED RECOMMENDATIONS	Work Plan	Effective	Staff	Status
2	Management and Oversight (continued)				
MGT	2.1.3	CPS should improve community outreach and participation			
GJ	2	CPS should operate with significantly increased transparency relative to the public and its stakeholders			
Action 2.7		Work with the Criminal Justice Cabinet to convene a CPS Response and Intervention Committee	3-Jun-09	Laura Coulthard	Completed
Action 2.8		Strengthen efforts to increase stakeholder access to operations and decision making	1-Apr-09	Laura Williams	Completed
Action 2.9		Implement Imminent Risk (front end) TDMs	1-Feb-10	Karen Parker	Completed
Action 2.9.1		Implement Emergency Removal (front-end) TDMs	21-Jan-11	Karen Parker	In Progress
Action 2.10		Develop a newsletter to be sent to staff and community partners	21-Sep-09	Laurie Slothower	Completed
3	Structured Decision Making				
GJ	29	CPS should reexamine the California Risk Assessment Tool and find ways to improve its usage			
GJ	27	The SDM tool should be used as designed to assess risk (100% of cases and in a timely way)			
GJ	20	SWs should be required to use SDM for every case			
MGT	3.1	Reemphasize and require consistent, appropriate use of SDM tools			
Action 3.1		The Children's Research Center will provide SDM training for workers and supervisors on how to use SDM tools for decision-making	10-Jul-09	Terry Clauser	Completed
Action 3.2		The Sacramento Sheriff's Department will provide training to CPS staff on how to gather accurate information during an investigation	4-Aug-09	Terry Clauser	Completed
Action 3.3		The SDM Coordinator and the SDM Committee will develop and monitor the implementation of the SDM work plan	On Going	Paula Christian	In Progress
Action 3.4		CPS will utilize the Substitute Care Provider Safety Assessments for referrals alleging abuse/neglect in the caretaker's home	31-Dec-09	Prog.Mgrs	Completed
Action 3.5		SDM tools will be completed accurately	30-Jun-09	Laura Williams	Completed
Action 3.6		QA staff will attend a class on SDM case reading to support continuous quality improvement efforts	8-Apr-09	Terry Clauser	Completed
MGT	2.2.2	Supervisors and managers must use the QA information to identify and resolve problems and to hold staff accountable			
MGT	3.1.1	Supervisors must hold staff accountable for SDM use			
MGT	3.1.2	Managers must hold supervisors accountable			
MGT	3.1.3	Executive management must take responsibility for SDM implementation			
Action 3.7		CPS programs will implement a review process that measures staff use of SDM, best practices, compliance with policy and data entry	1-Jan-10	Prog.Mgrs	Completed
Action 3.8		To increase efficiency and consistency in how referrals are handled, CPS will assign all FR referrals to Emergency Response	1-Apr-10	Kim Pearson, Melinda Lake	Completed
Action 3.8.1		To increase efficiency/consistency in how referrals are handled, CPS will assign all PS & Adoption referrals to Emergency Response	6-Jul-10	Kim Pearson, Luis Villa	Completed
4	Policies and Procedures				
MGT	4.1	CPS should review and revise (as necessary) all written guidelines			
MGT	4.1.1	CPS should clearly distinguish policy (what should be done) from procedure (how it should be done)			
MGT	4.1.2	Policies and procedures should be organized according to process flow			
MGT	4.2.3	Revised process maps should become part of the policies and procedures			
MGT	4.2.4	Questions to assess: is this step necessary? Does this step add value? Who should be doing the step?			
MGT	4.3	CPS should create a knowledge mngmnt unit to review/update guidelines, identify possible improvements and assist in SD			
GJ	30	The CPS policy manual should be rewritten (update, add index & table of contents and in digital form with search feature)			
Action 4.1		CPS will review and revise its policies and procedures	31-Dec-11	Division Managers	In progress
Rep. No.	PRIORITIZED RECOMMENDATIONS		Effective	Staff	Status

Child Protective Services
MGT and Grand Jury Recommendations

February 15, 2011

ATTACHMENT B

4 Policies and Procedures				
Action 4.2	CPS will develop a systematic process to ensure all policies and precedures are continously reviewed and updated	28-Aug-09	Laura Williams	Completed
5 Community Outreach				
MGT	5.1 CPS should place a higher emphasis on developing and strengthening community connections and linkages.			
Action 5.1	Establish a vision workgroup and develop the mission and vision for the agency	26-Feb-10	Alicia Blanco	Completed
Action 5.2	Communication with staff and external stakeholders will occur regularly and will convey CPS's vision, mission and outcome data	21-Sep-09	Laurie Slothower	Completed
Action 5.3	CPS will continue to provide joint response with Birth & Beyond	On Going	Nancy Marshall	In Progress
Action 5.4	CPS will assign areas of specialization to program planners	31-Jul-09	Laura Coulthard	Completed
MGT	5.2 Appoint a manager-level person to be the community outreach focal point for developing relationships and partners			
Action 5.8	The creation of four regions will facilitate the development of relationships and synergies between CPS and community partners.	31-Mar-11	Terry Clauser, Karen Parker	In Progress
MGT	5.3 CPS should develop MOUs with community organizations to define expectations and roles			
Action 5.9	Conitnue to develop MOUs with community partners i.e. law enforcement, Mexican Consulate, Public Health	On Going	Alicia Blanco, Martha Haas	In Progress
MGT	5.4 Periodically, but at least annually, CPS solicit feedback from external agencies on the quality of CPS's staff's customer service			
Action 5.5	Develop a survey to solicit information from partner agencies on the quality of CPS's customer service	1-Apr-10	Laura Williams	Completed
Action 5.6	Invite community partners to meet with Deputy Director and Division Managers	On Going	Laura Coulthard	In Progress
MGT	5.5 CPS should identify front end work that it can offer in conjunction with external agencies			
Action 5.7	CPS will collaborate with River Oak Center for Children to refer eligible families to Early Head Start	1-Jan-10	Prog. Mngrs	Completed
6 Human Resources				
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 and employee recognition program			
GJ	11 CPS management should prepare an analysis of the nature/causes of the agency's high turnover and implement an action plan			
Action 6.1	Develop an action plan to address workforce issues	19-Jun-09	Karen Parker	Completed
Action 6.1.1	Develop a secondary trauma critical incident response protocol	1-Apr-10	Karen Parker	Completed
Action 6.1.2	Develop and improved hiring process	1-Apr-10	Karen Parker	Completed
Action 6.2	Increase retention of social workers	1-Apr-10	Karen Parker	Completed
MGT	6.4 CPS should ensure that all employees have annual performance evaluations (include performance in critical areas and data)			
GJ	3 Complete yearly evaluations on all employees			
GJ	5 CPS supervisory personnel should be trained in conducting effective personnel evaluations			
GJ	7.1 CPS and HR should work together to immediately complete employee evaluations on all personnel			
GJ	7.2 CPS supervisors and managers should be held accountable for completion of required employee evaluations			
Action 6.3	All CPS employees will receive a formal performance evaluation on a regular basis	30-Jun-11	Terry Clauser	In Progress
GJ	6 CPS and HR should work more cooperatively; CPS must demand improved HR services			
GJ	4 HR must accept its reponsibility for completing evaluations			
GJ	8.1 More current HR staff should be reallocated to CPS to reduce disciplinary backlogs			
Action 6.4	Invite HR manager to attend the weekly DHHS Executive Management Team Meeting	30-May-09	Ann Edwards-Buckley	Completed
Action 6.5	HR will allocate additional personnel resources to CPS	30-May-09	David Devine	Completed
GJ	8.2 The length of time employees spend on administrative leave should be reduced			

Child Protective Services
MGT and Grand Jury Recommendations

February 15, 2011

ATTACHMENT B

Action 6.6	HR will review criteria for Admin Leave - DHHS will require Director approval for all Admin Leaves effective immediately	Work Plan	30-May-09	Ann Edwards-Buckley	Completed
-------------------	--	-----------	-----------	---------------------	-----------

Rep. No.	PRIORITIZED RECOMMENDATIONS	Effective	Staff	Status
6	Human Resources (continued)			
MGT	6.6 CPS should work with the unions and HR to identify remedies for staff who are not performing well			
MGT	6.6.1 CPS should train all supervisors and managers on how to affectively discipline employees			
MGT	6.7 The County HR department should make a concerted effort to assits CPS in carrying our effective employee actions			
GJ	7.3 Formal disciplinary action should be mandated in instances where evaluation timetables are not met			
GJ	10 HR should develop training for CPS supervisors and managers to enhance their knowledge of disciplinary requirements			
Action 6.7	Supervisors and managers will receive training on supervision methods and skill povided by the Norther California Training Academy	29-May-09	Terry Clauser	Completed
Action 6.8	CPS will colocate two HR analysts with CPS program	15-Jan-10	Terry Clauser	Completed
GJ	12 CPS should establish a SW "specialist" position to allow promotion for SWs who do not wish to become supervisors			
Action 6.10	Each program will have a peer mentor program with standardized criteria, expectations roles and responsibilities,	11-Jan-10	Karen Parker	Completed
GJ	13.1 PMs and Sups must assure that employees satisfy the 30-hour annual training requirement			
GJ	13.2 Completion of annual training hours should be part of every employee's annual evaluation			
GJ	13.3 Sups should recommend beneficial training for employees and maintain a training 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 manager level and above to improve leadership skills			
Action 6.11	Training records will be distributed quarterly to PMs and sups to be kept in the employee desk file	29-Jun-09	Terry Clauser	Completed
Action 6.12	Training records will be reviewed quarterly	29-Jun-09	Prog. Mngrs	Completed
Action 6.13	A process to distribute training records to managers and supervisors every quarter is now in place	1-Dec-09	Terry CLauser	Completed
Action 6.14	CPS Managers will attend the Northern California Training Academy's "Tools for Manager's Excellence" Leadership Program	7-May-09	Terry Clauser	Completed
GJ	21.2 SafeMeasures s/b used to systematically track employee and team performance			
GJ	18.1 CPS PMs and Sups should receive added training in using technology to monitor program services, IRIS guidelines s/b followed			
GJ	21.1 All Sups and PMs should receive additional training in SafeMeasures			
GJ	22 QA staff need added training in all software used by CPS and be required to use SafeMeasures in their assessments of programs			
Action 6.15	Provide Advanced SafeMeasures Training to CPS managers and supervisors	9-Apr-09	Terry Clauser	Completed
Action 6.16	The QA unit will receive advanced SafeMeasures training	9-Apr-09	Terry Clauser	Completed
Action 6.17	Every program will develop a usage plan for SafeMeasures data/reports.	9-Apr-09	Terry Clauser	Completed
MGT	6.3 CPS should create a SW rotation schedule with SWs moving into various programs to create a pool of cross-trained SWs			
Action 6.18	Create combined teams of social workers who will contribute their expertise to the management of the case	31-Mar-11	Terry Clauser, Karen Parker	In Progress
GJ	8.3 CPS supervisors should be required to maintain current files on employees			
Action 6.19	The Performance Enhancement Program allows supervisors to use an electronic file to maintain employee performance information	31-Mar-10	Terry Clauser	Completed
GJ	17.1 All CPS staff should be required to pass software proficiency exams			
GJ	17.2 Software utilization by CPS staff should be assessed monthly			
Action 6.20	Proper use of software and other tools will be mesured via the yearly performance evaluation	31-Mar-10	Terry Clauser	Completed

Rep. No.	PRIORITIZED RECOMMENDATIONS	Effective	Staff	Status
----------	-----------------------------	-----------	-------	--------

Child Protective Services
MGT and Grand Jury Recommendations

February 15, 2011

ATTACHMENT B

7 Excessive Caseloads				
MGT	7.1	CPS should evaluate actual and forecasted workloads as part of the budget process		
MGT	7.3	Sups and PMs must actively monitor caseloads and DD/DMS should monitor and evaluate their doing so and provide training		
MGT	7.5	CPS should conduct a time study to determine min/max caseload sizes and should develop contingency plans for high caseloads		
MGT	6.8	CPS should evaluate workloads and staffing to ensure there are sufficient staff to provide high quality services		
GJ	15.1	CPS should define a caseload and establish desired caseload size and workload		
Action 7.1		Each program will have in place an updated Leveling Plan laying out workload priorities based on caseload levels	1-Jul-11	Division Managers On Hold
Action 7.2		CPS will develop a process for identifying resources that can be activated quickly to adjust staffing levels when workload increases	31-Dec-09	Division Managers Completed
GJ	15.2	Case supervisors should monitor caseloads to ensure that cases no longer needing services are closed in a timely manner		
Action 7.5		CPS managers and supervisors will develop a plan to monitor the length of time cases are open	30-Apr-09	Terry Clauser Completed
MGT	4.2	CPS should map and reengineer its processes to increase efficiency		
MGT	4.2.1	Focus on identifying decision points, handoffs, bottlenecks, redundancy, unnecessary documentation and time efficiencies		
MGT	4.2.2	CPS should then examine and reengineer its processes using the maps to eliminate redundant steps		
GJ	16	Tasks not requiring SW level staff should be assigned to support staff		
Action 7.6		Programs will operate efficiently without duplication and unnecessary processes - Emergency Response will pioneer this effort	24-Mar-10	Martha Haas Completed
Action 7.6.1		Implement a new organizational structure (ER to Det.- Regionalization - One worker per child - Combined Teams)	31-Mar-11	Terry Clauser, Karen Parker In Progress
Action 7.7		Implement a new, enhanced Placement Support Unit	31-Dec-10	Niku Mohanty In Progress
GJ	18.2	CPS cases s/b coded according to the urgency of need (e.g. good, to cautionary, to urgent, to immediate attention)		
GJ	18.3	The IRIS program should be modified to automatically send emails to the managers when a case is red or flashing red		
Action 7.8		Division Managers require program managers to check IRIS daily and follow up with supervisors whenever a referral appears	Dec-08	Division Managers Completed

8 Resources				
MGT	7.2	CPS should review all paper-based documentation to determine if there are technological or other methods to reduce it		
MGT	7.4	CPS should work with the Court to streamline reports and develop templates		
MGT	8.1	CPS should work to improve access to CWS/CMS so that information is available to sups in real time and to reduce paper docs		
MGT	8.2	CPS should work to identify possible technology solutions that will provide SWs with better access to resources while in the field		
MGT	8.3	Identify additional technologies that could increase efficiencies and reduce the use of transcriptionists		
MGT	2.1.1	CPS should shift philosophy to become a child-focused, fieldwork-based operation		
MGT	2.1.2	CPS should modify processes to ensure more SW time in the field providing services		
GJ	24	CPS should investigate recording devices for use in the field to increase worker efficiency		
GJ	25	CPS should evaluate annually its "token" system for accessing the CWS/CMS system from home (value, safety, security)		
Action 8.1		CPS will implement an electronic (non-paper) service referral process supported by clerical staff and the CWS/CMS system	31-May-10	Joni Edison Completed
Action 8.2		CPS is working with the Juvenile Court and Attorney groups to implement electronic transfer of court related documents	9-Apr-10	Melinda Lake Completed
Action 8.2.1		Implement the CWS/CMS court report template in Family Reunification and Permanency Services	28-May-10	Melinda Lake, Luis Villa Completed
Action 8.3		Managers, supervisors and social workers have been provided with VPN remote access to CWS/CMS, SDM and SafeMeasures	15-Jun-09	Joni Edison Completed
Action 8.4		CPS will provide mini-laptops to social workers for remote access to CWS/CMS, SDM and SafeMeasures	16-Oct-09	Laura Williams Completed

Child Protective Services
MGT and Grand Jury Recommendations

February 15, 2011

ATTACHMENT B

Rep. No.	PRIORITIZED RECOMMENDATIONS	Work Plan	Effective	Staff	Status
8	Resources (continued)				
Action 8.4.1	CPS will provide social workers with voice recognition technology to facilitate completion of court reports		9-Dec-09	Laura Williams	Completed
GJ	23 CPS intake phone lines should all have recording capability (high priority)				
Action 8.5	Hotline recording system will be purchased and installed		1-Jul-09	Joni Edison	Completed
MGT	8.5 CPS should work with the County to better ensure access to reliable vehicles				
Action 8.6	Obtain additional vehicles for CPS social workers to use		12-Feb-10	Bambi Rethford	Completed
9	Other				
GJ	19.2 Create a log in CWS/CMS that records author and date of any changes				
GJ	32.2 CPS should limit access to CWS/CMS records, when children have died or are injured, to persons with legitimate need				
Action 9.1	Access to records will be restricted to staff having a legitimate need for the information		May-09	Laura Coulthard	Completed
Action 9.2	CPS will petition the CWS/CMS users group to change the system so that it can record author and date of changes		31-Aug-09	Laura Williams	Completed

Rep. No.	RECOMMENDATIONS NOT SELECTED FOR IMPLEMENTATION
9	MISCELLANEOUS
MGT	1.10 If improvement is not made, the Board of Supervisors should escalate its involvement
GJ	1.1 BOS should conduct a thorough assessment of management performance at HHS and CPS
Response	The above recommendations pertain to the Board of Supervisors
GJ	26 SDM protocols require that children under age 2 be seen in less than 24 hrs. This should be amended to include children 0-5
Response	At this time there is no indication from CRC that a change in the age range would increase safety with children 0-5
GJ	28 SDM protocols amended to ensure that when there is a history of physical abuse or DV response time should be IR
Response	The physical abuse response priority tree gives the intake social worker a choice of 24-hr response
GJ	9 CPS and HR should consider a revised structure for HR to enable it to provide efficient disciplinary support to CPS
Response	Do not concur with recommendation
MGT	8.4 CPS should develop a computer-based vehicle booking system
Response	Implementation of this recommendation requires funding which is not available at this time.
GJ	19.1 The CWS/CMS system s/b modified so that deletions are not allowed, only strikeouts and additional comments
Response	Will forward recommendation to the State CWS/CMS Project for consideration
GJ	31.1 The BOS should request the Legislature to amend the mandated reporter law to require MR detain a child suspected of CAN
Response	Do not concur with recommendation
GJ	31.2 Sacramento County should be designated as a pilot project to evaluate the efficacy of the policy (above 9.1)
Response	Do not concur with recommendation
GJ	32.1 The BOS should request the Legislature to amend the code to include the GJ in the list of persons authorized to view records
Response	This issue will be presented to the Board for possible inclusion in the 2010 Legislative Platform