

Child Protective Services Progress Report June 2, 2009

As recommended by MGT of America, the Department is engaging the Child Welfare League of America (CWLA) as a consultant to develop and implement a change management plan for Child Protective Services (CPS). CWLA is a well-known and respected organization with knowledge of child welfare issues and extensive experience helping governmental agencies improve child safety and related outcomes. As outlined in the proposed scope of work, CWLA activities related to achieving short-term goals will include:

- “Prioritize the most critical short-term goals (completed during initial visit)
- Assist leadership staff in identifying work groups to address each short-term goal
- Assist work groups in developing action plans for their target goals (including goals; strategies; timelines; people responsible; and evaluation methods)
- Assist work groups and leadership staff in strategy development and implementation, including information regarding best practice in the identified areas
- Assist the quality assurance staff in developing Continuous Quality Improvement strategies to assess progress on the goals on an ongoing basis.
- Report on progress monthly to the county administrator, oversight committee and Board of Supervisors
- Train leadership staff and work groups to carry on the work in the absence of outside consultation, including identification of additional target areas”

In addition, CWLA proposes to carry out the following activities with the goal of ensuring the sustainability of systems improvements:

- “Assist the leadership staff in developing a vision for the Sacramento County CPS Division
- Assist the leadership staff in developing a vivid description of the CPS Division as it will look when it begins to substantially live into the identified vision
- Assist the leadership staff in identifying a core work group to implement the vision
- Train the CPS staff at all levels about the change management process
- Assist leadership staff in developing the communication channels needed to keep internal and external stakeholders informed as the change process unfolds
- Assist leadership and quality improvement staff in assessing current agency functioning relative to the vision
- Assist the vision work group and leadership staff in identifying the target area most in need of attention
- Assist the vision work group and leadership in designing change strategies and interventions to address identified needs
- Train agency leaders to maintain the focus in the absence of outside consultation

- Meet with leadership and other staff to assess continued implementation at follow-up, 6 months after completion of the project (the follow up contacts will be funded using the agency's 2010 member benefit days)"

CPS will provide monthly reports to the Board of Supervisors detailing progress in addressing the recommendations made by MGT of America and the Sacramento County Grand Jury.

Considerable progress has already been made and a number of improvements have already been implemented as follows:

- The CPS Response and Intervention Committee has been established by the Sacramento Criminal Justice Cabinet and will include representatives from the District Attorney's office and Sheriff's Department.
- As of May 2009, all CPS management staff with remote (VPN) access can also access CWS/CMS, SafeMeasures and SDM from other locations. VPN will be available to supervisors and social workers by June 15, 2009, once training and utilization agreements are in place.
- CPS purchased a telephone recording system for the hotline and installation will be completed by the end of May. Training for staff will be take place in June 2009 and the system will be fully functional by July 2009.
- CPS managers and supervisors completed an interractional supervision training offered by The Northern California Training Academy. This training focused on the dynamics and skills of supervision and took place May 26 – 29 of this year.
- Supervisors and managers received Advanced SafeMeasures training from the Northern California Training Academy. The training was program specific and each program manager attended with their program supervisors. The training was completed April 9, 2009.

In addition CPS has other strategies underway to address the priority areas identified in the MGT of America and Grand Jury Reports. Those strategies are listed below.

Management and Oversight

CPS is implementing a number of strategies to strengthen management and oversight as follows:

- CPS management will involve members of the Grand Jury in the organizational change process and will keep the Grand Jury appraised of progress in all targeted areas via progress reports and meetings with CWLA. In addition, CWLA has committed to speaking directly with the Grand Jury Foreman and any other members of the Grand Jury on a regular basis. The first such call occurred in mid-May 2009.

Completion Date: Ongoing
Staff Responsible: Laura Coulthard, Deputy Director

- CPS management will strengthen efforts to increase access to both department operations and decision-making. CPS will continue with current practices that include media ride-alongs and observation, community presentation, outreach and education through various media, broad community participation in workgroups, the CPS Citizen's Academy, participatory development of the Systems Improvement Plan and Self-Assessment, the use of multi-disciplinary teams and Team Decision Making. Further opportunities include the Sacramento County Criminal Justice Cabinet – Child Protective Services Response and Intervention Committee.

Completion Date: Ongoing
Staff Responsible: Melinda Lake, Division Manager
Kim Pearson, Division Manager
Luis Villa, Division Manager

- The Northern California Training Academy, in partnership with Chapin Hall and UC Berkeley, will be providing training to the CPS Executive Management team and members of the CPS Quality Assurance unit on Continuous Quality Improvement (CQI). The training will begin in mid-June 2009 and will focus on integrating data into the CQI process.

Completion Date: August 2009
Staff Responsible: Joni Edison, Program Manager

- By November 2009, CPS will have in place a Continuous Quality Improvement (CQI) team and a data plan for monitoring and tracking progress on the Systems Improvement Plan (SIP), policies and procedures, corrective action plans and QA recommendations.

Completion Date: November 2009
Staff Responsible: Joni Edison, Program Manager

Best Practices

The Division is committed to improvements in the use of best practices and has initiated a number of strategies aimed at strengthening this priority area. CPS has clarified expectations, provided training and increased oversight to monitor the use of the Structured Decision Making (SDM) Safety and Risk Assessment tools. Program managers and supervisors check SafeMeasures biweekly and the Interactive Response Immediate Referral (IRIS) data base daily to ensure timely completion of the tools. Also, the Director of the Children's Research Center (CRC) provided technical assistance regarding the use of the Safety and Risk Assessment tools for unrelated adults living in the home. The Safety Assessment considers whether ANY other household members or persons spending significant time in the home pose imminent danger or significant harm

to a child. Use of the supplemental questions regarding others in the home in the Risk Assessment tool is now mandatory. Additional planned activities include:

- The California Department of Social Services (CDSS) has approved additional days of training and technical assistance with CRC for Sacramento County. The focus will be on a case reading system to ensure accurate use of the SDM tools.

Completion Date: December 31, 2009
Staff Responsible: Paula Christian, Program Planner

- CPS is collaborating with the Sacramento Sheriffs Department to develop training for line social work staff responsible for conducting investigations.

Completion Date: September 30, 2009
Staff Responsible: Paula Christian, Program Planner

- All CPS programs will implement a case reviewing process that measures staff use of Structured Decision Making (SDM) tools, best practices, compliance with policy and required entries into CWS/CMS. This process will include the development of a case review tool, protocol, training and ongoing QA review.

Completion Date: November 30, 2009
Staff Responsible: Program Managers

- CPS is committed to having SDM tools completed in accordance to timelines established by the Children's Research Center. Safety Assessments will be completed within two working days of first contact. Risk Assessments will be completed within 30 calendar days of the first face-to-face contact. Risk re-assessments will be completed prior to developing or changing the case plan or recommending the child be returned home (no more than 30 days for voluntary cases and 65 days for involuntary cases)

Completion Date: August 31, 2009
Staff Responsible: Program Managers

- Face-to-face contacts will be completed in accordance with statutory regulations and will be documented in CWS/CMS within 5 calendar days of contact.

Completion Date: August 31, 2009
Staff Responsible: Program Managers

- All referrals will be handled by the Emergency Response programs. In addition, Emergency Response staff will respond to all referrals in accordance with statutory regulations.

Completion Date: December 31, 2009
Staff Responsible: Kim Pearson, Division Manager
Melinda Lake, Division Manager

- CPS staff will complete investigations in accordance with statutory regulations. Referrals will be closed within 30 days if no case plan is being developed. If a case plan is being developed, referrals will be closed within 60 days.

Completion Date: December 31, 2009
Staff Responsible: Melinda Lake, Division Manager
 Kim Pearson, Division Manager

- Data will be consistently entered into CWS/CMS to support systems improvements.

Completion Date: April 30, 2010
Staff Responsible: Program Managers

Policies and Procedures

CPS has initiated a complete revision of the policy manual. The first policy to be revised is the Requirements of the Emergency Response Investigation, which will be completed and available on the intranet by the end of June 2009. As part of this effort:

- A workgroup was formed in January 2009 to: Clearly delineate what constitutes policy versus procedure and practice; redesign the policy manual for the computer age by taking advantage of hyperlinks, automated search functions and table of contents; and, use Information Mapping as the format for all polices and procedures.

A team has been selected to act as Structural Experts on polices and procedures and received training on information mapping techniques in May 2009. This team will be responsible for updating and keeping the policy manual current via systematic review of all content to avoid duplication and inefficiencies.

Completion Date: December 31, 2010
Staff Responsible: Laura Williams, Program Manager

Community Outreach

CPS is also evaluating new strategies for further outreach and coordination with community partners as follows:

- Communication with division staff and external stakeholders will occur regularly and will convey the organizations vision, mission and performance data.

Completion Date: December 31, 2009
Responsible Staff: Joni Edison, Program Manager

Human Resources

The Division recognizes that recruitment, retention and evaluation of staff performance are crucial for sustaining improvement efforts. Strategies to address human resources issues include:

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

Completion Date: September 30, 2009
Staff Responsible: Karen Parker

- CPS is committed to developing a process for identifying resources that can be activated quickly in order to adjust staffing levels when workload increases. A protocol for adjusting staffing levels will be implemented by the end of 2009.

Completion Date: December 31, 2009
Staff Responsible: Division Managers

- All CPS employees will receive performance evaluations on a regular basis. CPS established a work group in September 2008, to identify a user-friendly performance evaluation tool that could be tailored to CPS's needs. The new tool recommend by the work group is web-based and is currently being used by other County departments. The new performance evaluation tool generates usage reports which will allow managers and supervisors to track completion of the evaluations and provide follow up when necessary. Additionally, maintaining current performance evaluations for subordinates is a performance goal for all management and supervisory classes. The work group plans to test the evaluation tool and process starting with management and probationary employees and systematically rolling it out to all staff. All supervisors and managers will be trained on performance evaluations and the new evaluation tool prior to implementation. Evaluations will be performed each year on the date of hire.

Completion Date: November 30, 2009 (for all staff)
Staff Responsible: Joni Edison, Program Manager
Program Managers

- Training will reflect the needs of the individual employee and the division. Policy and procedures training will be prioritized. New social workers and supervisors will attend Core training. All social workers will complete 30 hours of training per year. Supervisors and managers will attend required countywide training. Training records will be distributed to programs quarterly.

Completion Date: April 30, 2010

Staff Responsible: Terry Clauser, Program Planner
Program Managers

Caseloads

CPS has a public mandate under the Welfare and Institutions Code to respond to any and all reports of child abuse and neglect within our county and to open cases as necessary. There is no provision in the law or state policy that enables us to create a caseload standard that would create a caseload cap.

Sacramento County has worked to form partnerships with the labor groups representing social workers, supervisors, family service workers and clerical staff and we have participated and supported joint labor management workgroups for the sole purpose of positively impacting workload. These joint labor and management workgroups called Program Specific Workgroups exist within each program in CPS with a focus on implementing workload relief. These groups meet a minimum of one time a month and are comprised of all levels of staff including management.

While we cannot institute a caseload cap, Sacramento County has gone further than most by instituting a Leveling Plan which triggers certain workload priorities to be in place when a caseload in a program hits a certain number. When the number is reached in program, certain agreed upon activities are put on hold as to alleviate the workload amongst staff in program while caseloads are at the recognized level.

Sacramento County realizes this is just one strategy that can have an impact on workload versus caseload and through the joint labor management work groups; we will continue to adjust the levels as needed.

Resources/Technology

CPS has implemented and is currently evaluating several strategies to provide social workers with access to new technology. These include:

- CPS will give social workers remote access to CWS/CMS and SDM and SafeMeasures using a laptop (or mini-laptop) computer and an internet connection via a Virtual Private Network (VPN). This will allow social workers to access records; make entries to CWS/CMS, and conduct SDM safety and risk assessments in the field. Access will be provided via the county's SSL (Secure Sockets Layer) VPN. SSL is a secure protocol developed for sending information over the internet. CPS is actively evaluating several laptop options for purchase.

Completion Date: September 30, 2009

Staff Responsible: Joni Edison

- The Program Information Notice regarding IRIS use was updated on October 30, 2008 and training for all supervisors occurred in November and December 2008. Division managers require program managers to check IRIS daily and follow up with supervisors whenever a referral appears on IRIS. All referrals that appear on

IRIS are urgent and require immediate attention. Managers provide continuous oversight by checking the system daily and following up with staff immediately when referrals are open to their programs.

- CPS will implement an electronic (non-paper) service referrals process that will be supported by clerical staff and the CWS/CMS system.

Completion Date: December 31, 2009
Staff Responsible: Joni Edison

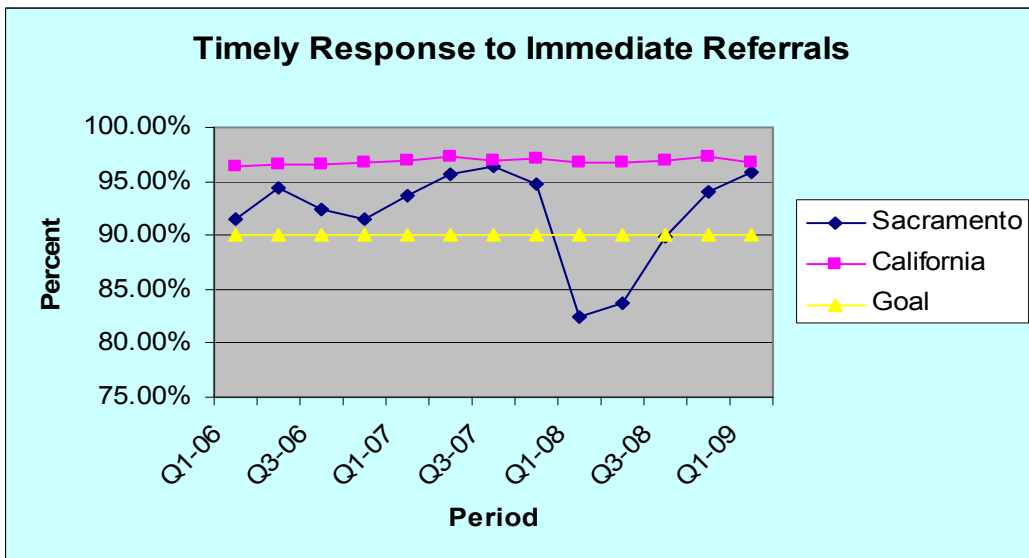
Performance Indicators

1. Timely Response to Immediate Referrals

The graph below shows CPS performance compared to the California statewide average and the stage goal. In 2006 and 2007, CPS performed better than the state goal in timely response to immediate referrals. During 2008 there was a marked decrease in performance related to this measure; however, CPS has again been performing above the state goal since the fourth quarter of 2008.

	First Quarter 2009*
Sacramento’s Performance	95.9%
California Statewide Average	96.7%
California State Goal	90%

*SafeMeasures Data



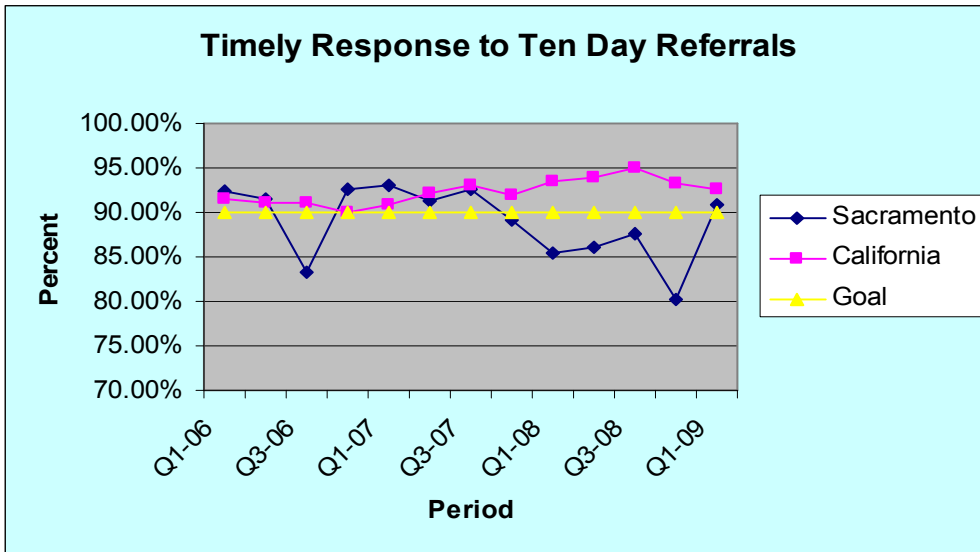
2. Timely Response to Ten Day Referrals

As the graph below shows, CPS performed below the state goal and the California statewide average during all of 2008. However, in the first quarter of 2009, CPS

performance rose slightly over the state goal while remaining below the California statewide average.

	First Quarter 2009*
Sacramento's Performance	90.8%
California Statewide Average	92.6%
California State Goal	90%

*SafeMeasures Data

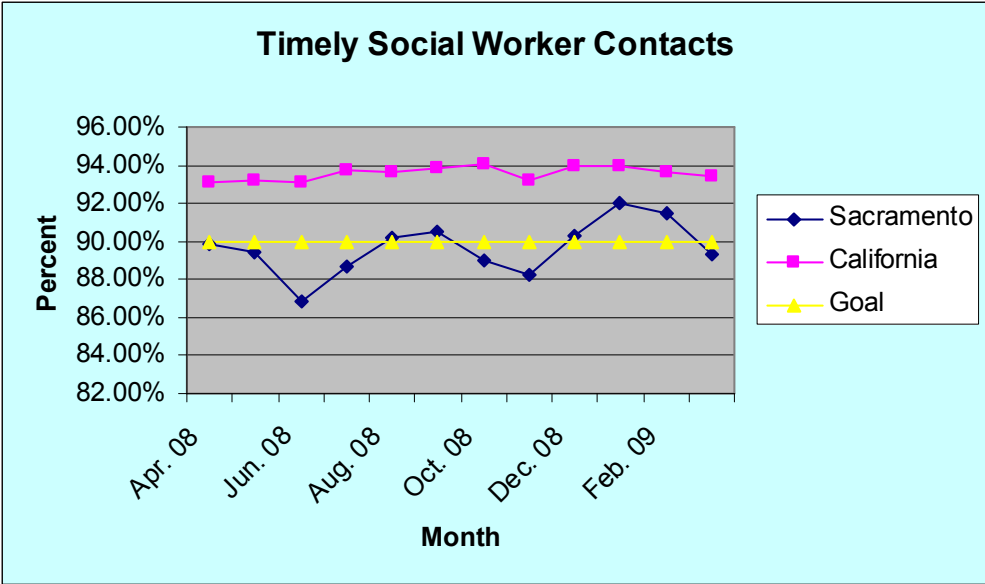


3. Timely Social Worker Contacts

CPS performed better than the state goal in December 2008 as well as in January and February of this year. In March of this year, Sacramento's performance dipped slightly below the state goal.

	March 2009*
Sacramento's Performance	89.3%
California Statewide Average	93.4%
California State Goal	90%

*SafeMeasures Data

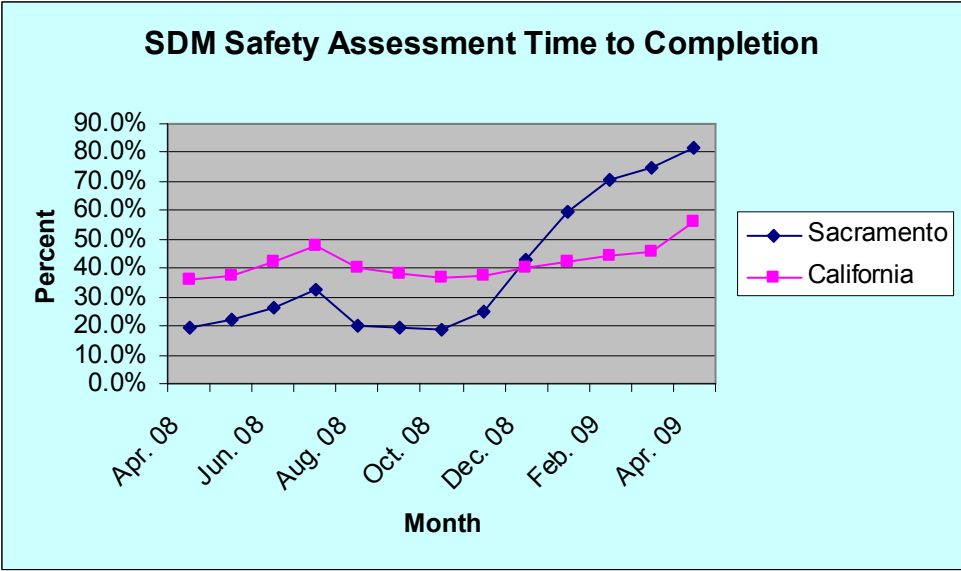


4. SDM Safety Assessments

As the graph below shows, CPS has achieved marked improvement on this measure over the past six months and has been above the California statewide average since December 2008. Sacramento’s performance currently ranks second in the State behind Calaveras County. It is important to note that Calaveras is a small county with only 28 referrals with safety assessments during the period; whereas Sacramento had 869 referrals with safety assessments during the period. There is no state goal for this measure

	April 2009*
Sacramento’s Performance	81.7%
California Statewide Average	55.8%

*SafeMeasures Data



5. SDM Risk Assessments

CPS has achieved marked improvement on this measure since December 2008 and is currently performing slightly above the California statewide average. Currently, Sacramento’s performance ranks second among counties with more than 200 referrals with risk assessments. There is no state goal for this measure.

	April 2009*
Sacramento’s Performance	99.5%
California Statewide Average	99.3%

*SafeMeasures Data

