

**COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

(1) DEPARTMENT Administrative Office		(2) MEETING DATE February 28, 2006		(3) CONTACT/PHONE Dan Buckshi (805) 781-5011	
(4) SUBJECT Status and progress report to the Final 2004-2005 Grand Jury report regarding Child Welfare Services.					
(5) SUMMARY OF REQUEST On July 19, 2005, the Board of Supervisors adopted the Administrative Office's response as the Board of Supervisor's response to the Final 2004-2005 Grand Jury report, and directed that a status and progress report be provided by 12/30/05. This report is the progress and status report.					
(6) RECOMMENDED ACTION The Board of Supervisors review and file this status and progress report to the 2004-2005 Grand Jury report regarding Child Welfare Services.					
(7) FUNDING SOURCE(S) N/A		(8) CURRENT YEAR COST N/A		(9) ANNUAL COST N/A	
(10) BUDGETED? <input type="checkbox"/> YES <input checked="" type="checkbox"/> N/A <input type="checkbox"/> NO					
(11) OTHER AGENCY/ADVISORY GROUP INVOLVEMENT (LIST): The Department of Social Services has been involved in the Organizational Effectiveness program.					
(12) WILL REQUEST REQUIRE ADDITIONAL STAFF? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, How Many? _____ <input type="checkbox"/> Permanent _____ <input type="checkbox"/> Limited Term _____ <input type="checkbox"/> Contract _____ <input type="checkbox"/> Temporary Help _____					
(13) SUPERVISOR DISTRICT(S) 1st, 2nd, 3rd, 4th, 5th, (All)			(14) LOCATION MAP <input type="checkbox"/> Attached <input checked="" type="checkbox"/> N/A		
(15) AGENDA PLACEMENT <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Hearing (Time Est. _____) <input type="checkbox"/> Presentation <input type="checkbox"/> Board Business (Time Est. _____)			(16) EXECUTED DOCUMENTS <input type="checkbox"/> Resolutions (Orig + 4 copies) <input type="checkbox"/> Contracts (Orig + 4 copies) <input type="checkbox"/> Ordinances (Orig + 4 copies) <input checked="" type="checkbox"/> N/A		
(17) NEED EXTRA EXECUTED COPIES? <input type="checkbox"/> Number: _____ <input type="checkbox"/> Attached <input checked="" type="checkbox"/> N/A			(18) APPROPRIATION TRANSFER REQUIRED? <input type="checkbox"/> Submitted <input type="checkbox"/> 4/5th's Vote Required <input checked="" type="checkbox"/> N/A		
(19) Administrative Office Review <i>OK - Jim Grant</i> The Administrative Office prepared this item.					

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(2-28-06)*

# County of San Luis Obispo

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**DAVID EDGE**  
COUNTY ADMINISTRATOR

TO: Board of Supervisors

FROM: Dan Buckshi, Administrative Analyst

DATE: February 28, 2006

SUBJECT: Status and progress report to the Final 2004-2005 Grand Jury Report regarding Child Welfare Services.

## **RECOMMENDATION**

The Board of Supervisors review and file this status and progress report to the 2004-2005 Grand Jury report regarding Child Welfare Services.

## **DISCUSSION**

The Grand Jury issued its final report in June of 2005, and a portion of the report pertained to the Child Welfare Services division of the Department of Social Services. The findings of the 2004-2005 Grand Jury report were that progress had been made since the 2003-2004 Grand Jury had published its findings.

On July 19, 2005, the Board of Supervisors adopted the Administrative Office's response as the Board of Supervisors' response to the Final 2004-2005 Grand Jury Report, and directed that a status and progress report be provided by December 30, 2005. While the Department of Social Services (DSS) and the Administrative Office have continued to address these issues, we erred by not submitting this status and progress report to the Board of Supervisors by the December 30, 2005 deadline.

The Department of Social Services has continued its work on the follow-up to its Organizational Effectiveness (OE) Cycle, engaging staff members from all divisions and all levels of the Department in its effort to improve communications and morale. To that end, DSS staff has established four OE Committees: The Communications Committee, Decision-Making Committee, Leadership Committee and Organizational Structure Committee, all of which are working to improve systems and processes to ensure that all staff members are well-informed of the department's strategies and achievements, and have the opportunity to participate in setting the direction and design of the Department.

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The Department worked with the staff of the Administrative Office in arranging training in the High Involvement Teamwork process; this training was attended by a combination of line staff and management staff in August, 2005. This training, in conjunction with the support of a facilitator, led to the development of action plans in order to achieve the following goals (some of the action plans are still being developed):

1. To ensure clear, consistent and open communication that enhances trust and promotes honest and safe working relationships.
2. To develop a Decision Tree /process that will encompass all agency decisions.
3. To promote and model leadership qualities, such as honesty, integrity and accountability, that inspire trust, respect, loyalty and growth of employees and support a safe, productive work environment and the Department's vision of a safe and healthy community.
4. To design an organizational structure that aligns with the Department's Mission and ensures an optimal use of resources. The organizational structure must be responsive to change, understood, utilized and supported by all staff.

As the more detailed action plans in "Attachment A" indicate, some progress has been made and yet much work remains in order to address the organizational and morale issues that were identified in the Organizational Health Assessment (OHA) and the 2003-2004 Grand Jury Report. Progress toward the completion of the outlined plans will continue to be monitored.

The Director of the Department is working with the Administrative Office to develop a follow-up to the Organizational Health Assessment (OHA) it conducted in November 2004. Utilizing that OHA as a baseline, DSS will be able to assess the progress it has made in resolving issues that were identified in that first OHA. It is targeted that this follow-up assessment will be scheduled by April, 2007.

In addition to the efforts of the OE process to address the issues noted in the 2003-2004 Grand Jury report, DSS continues its efforts to improve its Child Welfare Services delivery system, and has made improvements toward that end. Over the last three years, the County has shown marked improvement in key indicators of Child Welfare Outcomes:

- The rate of abuse of children in Foster Care has been halved since September 2004, from 1.67% to .81%; the State average is .78%
- Timely responses to immediate referrals has grown from 94.2% to 96.7%, and exceeds the State average of 96.3%
- Timely visits with children in foster care has grown from a rate of 97.8% to 99.2%, and exceeds the State average of 92%

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- The percentage of children who are reunified with their parents within 12 months of removal has grown from 51.1% to 51.7%, significantly exceeding the State average of 36.3%
- The percentage of children who have experienced only 1 or 2 changes in placement after entering care has climbed from 51.4% to 70.5%, and exceeds the State average of 65.4%
- The rate of foster care recidivism has fallen from 17.6% to 11.2%, though it still exceeds the State average of 10.1%
- The percentage of children in foster care who are placed with all of their siblings has risen from 54.9% to 62.6%, significantly exceeding the State average of 44.4%
- The rate of foster children placed with relatives has climbed from 44.8% to 59.7%, far exceeding the State average of 35.2%

As indicated above, there remain measures on which the County continues to focus its attention in order to meet and exceed Federal and State outcome requirements. The Department of Social Services identified these through its System Improvement Plan that was adopted by your Board, and has been successful in obtaining additional State resources to assist in addressing these deficiencies.

#### **OTHER AGENCY INVOLVEMENT**

The Department of Social Services has been involved in the Organizational Effectiveness program.

#### **FINANCIAL CONSIDERATIONS**

N/A

#### **RESULTS**

This report provides a status and progress report to the Board of Supervisors per the 2004-2005 Grand Jury report regarding Child Welfare Services.

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## ATTACHMENT A

Objective	Task	Time Line	Outcome
Review survey information and create a plan to improve organizational effectiveness within department.	Create a staff meeting schedule/set up opportunities for Lee, Debby and Susan to continue to "Rap" /communicate w/ staff.	3/06	A 50% improvement of staff satisfaction will be measured through the follow-up OHA survey targeted for April, 2007.
Building capacity for understanding the High Involvement Teamwork Process to help carry out OEC Strategic plan.	Present Training- Implement Plan to OEC	1/06	
Develop OE Strategic Direction to create a common focus toward improving OE.	Link with Mgt/Team to develop strategies/plan for all staff communication, to include any training as needed. Create/link action plans to carry out strategies in each division of department.	6/06	
	Identify elements for Organizational Effectiveness and assign to Mgt and OEC Committees to address.	4/06	
	Review "Relationship" elements (Culture/behavior & People)- evaluate if changes created effect OE positively.	12/06	
	Review if OEC process should include an annual meeting of original OEC planning group to evaluate progress? (6/06)	3/06	

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Objective	Task	Time Line	Outcome
Develop a consistent and standard format all staff will use for reporting team/committee work affecting changes within the department.	Form a sub-group to review current DSS agenda & minute formats used in team/committee work.	9/05	A 50% improvement of staff satisfaction will be measured through the follow-up OHA survey targeted for April, 2007.
	Review agenda & minute formats and develop tools and action plan on implementation.	7/06	
	Develop training plan (current & ongoing.)	9/06	
	Utilize S.M.A.R.T. process in producing action plans for agendas and minutes out to all staff.	On-going	
Develop consistency in the method used to provide feedback to staff about changes that affect them.	Form a sub-group to review current DSS agenda & minute formats used in team/committee work.	3/06	
	Review agenda & minute formats and develop tools and action plan on implementation.	7/06	
	Develop training plan (current & ongoing.)	7/06	
Educate staff for better understanding of processes and protocols regarding promotions, progressive disciplinary actions and change of assignment actions within the department.	Form a sub-group to develop an "education" plan for staff on the topic of Personnel changes.	4/06	
	Research Personnel's method for informing staff on assignment changes, promotions and disciplinary actions.	7/06	
	Work with Personnel to create or improve a written communication plan that can be followed.	9/06	
	Develop training plan (current & ongoing) to share with staff.	11/06	
Sponsor a "Communication Road Show" in each region to present the first 4 approved strategies of the Communication Sub-committee. (Format may include sharing recommendations, a mini training, presenting other OEC sub-committees and opportunities to be involved.	Form a subgroup to develop recommendation and outline for the road show.	11/05	
	Incorporate larger groups agenda into our road show.	2/06	
	Finalize skit and details of the road show.	7/06	
	Schedule regional shows.	8/06	

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Objective	Task	Time Line	Outcome
<p>Develop a Process for all staff use to provide consistency in decision-making.</p> <p>(The recommended plan for development and implementation of tools and training will be completed by 12/12/05 to the OEC Committee for approval. Once plan is approved the Decision-Making Committee will open up membership to all staff for development and implementation).</p>	Create awareness for committee members of different decision making processes	8/05	A 50% improvement of staff satisfaction will be measured through the follow-up OHA survey targeted for April, 2007.
	Identify what works and what doesn't work in decision-making process. <ul style="list-style-type: none"> <li>• Research other counties &amp; webs</li> <li>• Survey DSS staff</li> </ul>	9/05	
	Map the Decision Making process	10/05	Train all staff on Decision Making Process and have Tools available on DSS/NET and Poster size in each regional office
	Draft recommendation on development and implementation of plan-for Steering approval	12/05	
	Solicit staff membership in Decision Making sub-groups to implement Decision Making Plan	1/06	
<p>Create a leadership model that fits our DSS cultures and supports DSS vision.</p>	Define Leadership-managing vs. leadership	11/05	An overall increase in positive OHA results from the 50 <sup>th</sup> to the 80 <sup>th</sup> percentile.
	Research "Best Practices", Leadership styles and models	11/05	
	Identify gaps. What is an ideal leadership model? What is current perception of DSS Leadership?	TBA	
	Make recommendations to implement systems and processes to build greater leadership capacities.	TBA	
<p>Create new policies that will improve the organizational structure of the department.</p>	Gather Data: Answering the question, "Are there enough workers to do the work?"	10/05	A 50% improvement of staff satisfaction will be measured through the follow-up OHA survey targeted for April, 2007.
	Review current policy around caseloads, communication policies, job retention, budget and promotions.	TBA	
	<u>Role Clarifications:</u> <ul style="list-style-type: none"> <li>• Identify tasks- we will need the survey.</li> <li>• Regions- "When can we be different? Going by the needs of the community. Balancing staff and community needs.</li> </ul>	TBA	
	Identifying Data needed for the future.	TBA	

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