

# Department of Family and Children's Services

## Reforms Work Plan

### Quarterly Update

#### May 7, 2024

The County of Santa Clara’s Board of Supervisors (“Board”) provided referrals and requests for information on a range of topics related to child welfare including prevention, child protection, and interventions. The matrix below sets forth a work plan addressing each recommendation and whether it has been completed or is still in process. It also includes DFCS-initiated activities to re-envision the child welfare system in support of positive outcomes for children, youth and families.

#1a	Referral: DFCS Reforms Work Plan	Board Request Date: 12/19/23 and 2/6/24
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support and Development <input checked="" type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Direct administration to expand the matrix into a comprehensive DFCS Reforms Work Plan, which should be easy to read and outlines goals and objectives, people/departments involved, milestones and timelines that is driven by DFCS's mission. The DFCS Reforms Work Plan should seek to unify the Board's directives aimed at improving the DFCS system, including those provided at the December 19, 2023 Special Hearing and focused on outcome data.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Created and provided to the Board of Supervisors the revised DFCS reforms’ work plan.		
<b>Work in Progress:</b> <input type="checkbox"/> In addition to this Workplan, Administration plans to create a new DFCS reforms webpage, which is currently under development in partnership with the County’s Office of Communications and Public Affairs.		
<b>Timeline to Completion:</b> Report provided to the Board on 5/7/24		
<b>Responsible Department:</b> County Administration, DFCS		

#1b	Additional Item: Strategic Framework/ Strategic Plan		Board Request Date: N/A
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support and Development <input checked="" type="checkbox"/> Building Key Partnerships		<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Build strategic framework and strategic plan to support implementation of Board directives, which will be integrated into the CDSS required system improvement plan.</i>			
<b>Actions Completed:</b> <input checked="" type="checkbox"/> DFCS identified three overarching pillars as its unified reform framework: (1) safeguarding children, (2) supporting and developing our workforce, and (3) building key partnerships <input checked="" type="checkbox"/> DFCS leadership and DFCS Continuous Quality Improvement (CQI) team engaged California Child Welfare Indicators Project Director to build out CQI processes and performance metrics to support safety, permanency and well-being of children and families <input checked="" type="checkbox"/> DFCS leadership, managers and staff have engaged in working sessions to establish programmatic goals centered around safety and attached to child welfare federal measure(s)			
<b>Work in Progress:</b> <input type="checkbox"/> Establish Departmental Safety Goals <input type="checkbox"/> Establish DFCS Strategic Plan and logic model			
<b>Timeline to Completion:</b> Within six months			
<b>Responsible Department:</b> DFCS			

#2	Referral: Options for Reporting Concerns Related to DFCS		Board Request Date: 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support and Development <input type="checkbox"/> Building Key Partnerships		<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Provide the Board with a joint report from the Administration, County Counsel, and the Office of the Clerk of the Board with options for the Board of Supervisors to directly contract: a) An outside agency to manage an independent whistleblower process, b) an independent investigator to manage concerns and inquiries that would typically be investigated internally. The Board directed this analysis consider the role of the California Department of Social Services, the Juvenile Welfare Office of the Ombuds, the County's Whistleblower Program, and other existing investigatory bodies to avoid redundancy.</i>			
<b>Actions Completed:</b> <input checked="" type="checkbox"/> County Counsel provided the Board of Supervisors and Administration a confidential memorandum. <input checked="" type="checkbox"/> DFCS Leadership sent out a memorandum on January 17, 2024 to all DFCS staff with a reminder of the current avenues for reporting concerns, including CDSS's Social Worker Empowerment Hotline and the County's 24/7 Whistleblower Program.			
<b>Work in Progress:</b> Administration is preparing an off-agenda memorandum to the Board with further analysis of existing and additional options for the Board's consideration.			
<b>Timeline to Completion:</b> Before the next quarterly report			
<b>Responsible Departments:</b> County Administration, County Counsel, Social Services Agency			

#3a	Referral: Voluntary Family Maintenance Program Evaluation		Board Request Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
<b>Objectives:</b> Report back to the Board with a comprehensive evaluation of families referred to the Voluntary Family Maintenance (VFM) program to determine the effectiveness of the program in engaging families – including how VFM referrals and participation impact hotline reports of the same family.			
<b>Actions Completed:</b> N/A			
<b>Work in Progress:</b> <input type="checkbox"/> DFCS has initiated a comprehensive evaluation of the VFM program. Consistent with the Board’s request, this evaluation will be comprehensive and will include analysis of safety and well-being outcomes, the impacts of social worker engagement, parent participation, type of service provider engagement, and other factors.			
<b>Timeline to Completion:</b> Within one year			
<b>Responsible Department:</b> Social Services Agency; DFCS			

#3b	Referral: Clarify the Distinction between Voluntary and Involuntary Services		Board Request Date: 2/6/24
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
<b>Objectives:</b> Provide the Board with information regarding the distinction between voluntary and involuntary services, as well as the County structures, policies, procedures and partners that effectively track the children that are touching our system and when.			
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Provided to the Board of Supervisors the report titled “Distinction Between Voluntary Involuntary Services.”			
<b>Work in Progress:</b> <input type="checkbox"/> Provide any additional information requested by the Board regarding County structures, policies, procedures related to children and families in voluntary and involuntary to the ad hoc committee.			
<b>Timeline to Completion:</b> Report provided to the Board on May 7, 2024			
<b>Responsible Department:</b> DFCS			

#3c	Referral: Options to Expand Court Oversight	Board Request Date: 12/19/23 and 2/6/24
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Provide the Board with policy options for how to standardize approach with older children, similar to DFCS Director's Interim Direction re 0-5 years old and with an understanding of when court supervision is appropriate. Specifically, expand on today's report on options to expand court oversight that provides clear new options to expand court supervision to additional targeted sub-populations.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Provided Board of Supervisors with analysis of data that led to issuance of Interim Direction and analysis of other potentially high-risk sub-populations.		
<b>Work in Progress:</b> <input type="checkbox"/> Provide the ad hoc committee with further analysis regarding when court supervision is appropriate and beneficial, as well as recommendations related to potential changes to existing policy.		
<b>Timeline to Completion:</b> Report provided to the Board on May 7, 2024		
<b>Responsible Department:</b> DFCS		

#4a	Referral: Robust Campaign to Increase Awareness of the CANC	Board Request Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input checked="" type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Provide the Board with options on next steps for a robust campaign to increase awareness of the Child Abuse and Neglect Center and reporting number.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Begin planning for annual child abuse prevention campaign highlighting CANC center number. <input checked="" type="checkbox"/> Launch YouTube infomercial highlighting the importance of child abuse reporting with CANC contact information.		
<b>Work in Progress:</b> <input type="checkbox"/> Add CANC info to CAPC Healthy Relationships video launch campaign. <input type="checkbox"/> Create a child abuse prevention social media toolkit in partnership with Office of Communications and Public Affairs		
<b>Timeline to Completion:</b> Ongoing		
<b>Responsible Department:</b> DFCS, Office of Communications and Public Affairs, Child Abuse Prevention Council (CAPC)		



#4b	Referral: CANC Answer Rate and Time for Referral to be Assigned		Board Referral Date: 3/26/24
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
<b>Objectives:</b> Report back to the Board with information on: a) What the CANC call capture rate is, specifically, what is the rate of taking live phone calls and information, and b) When a call is determined to warrant an in-person response, what is the timeframe to be assigned to a social worker for investigation.			
<b>Actions Completed:</b>  <input checked="" type="checkbox"/> Provided an off-agenda report to the Board with (1) CY 2023 CANC call data and (2) CY 2023 CANC referral assignment data, reflecting the number of calls when an in-person response was required and the timeframe for the response. CY 2023 CANC referral assignment data, reflecting the number of calls when an in-person response was required and the timeframe assigned to a social worker for investigation.			
<b>Work in Progress:</b> <input type="checkbox"/> Conduct multiple year analysis of CANC calls, referrals, and allegation types			
<b>Timeline to Completion:</b> Report provided to the Board on May 7, 2024			
<b>Responsible Department:</b> DFCS			

#5	Referral: Trauma Analysis		Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
<b>Objectives:</b> Report to the Board relating to an analysis regarding childhood trauma, including data relating to child removal at the infant stage, child removal post-infancy, and child trauma bonding without removal.			
<b>Actions Completed:</b>  <input checked="" type="checkbox"/> DFCS and Administration convened multiple meetings between the research team comprised of the Clinical Director of Trauma Recovery, and members of the SSA Research and Evaluation Unit, to determine the initial scope of research. <input checked="" type="checkbox"/> Research team conducted initial analysis of peer reviewed scientific journal articles.			
<b>Work in Progress:</b> <input type="checkbox"/> Draft report currently being reviewed <input type="checkbox"/> Finalized report			
<b>Timeline to Completion:</b> Report will be provided to the Board Off-Agenda as soon as it is finalized, before the next quarterly report.			
<b>Responsible Department:</b> Social Services Agency			

#6	Referral: Options for DFCS Structural Changes		Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input checked="" type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
<b>Objectives:</b> Report to the Board in March 2024 regarding options for structural changes related to oversight of DFCS, including the potential for removing DFCS from the Social Services Agency and having the Director of DFCS report directly to the Office of the County Executive.			
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Provided the Board with a report analyzing the possibility of DFCS becoming a stand-alone department outside of SSA. <input checked="" type="checkbox"/> Deputy County Executive Kasey Halcón assigned to support DFCS. <input checked="" type="checkbox"/> Identified and gathered feedback on external Subject Matter Experts (SMEs) to support policy and practice reform within DFCS.			
<b>Work in Progress:</b> <input type="checkbox"/> Retain external experts*			
<b>Timeline to Completion:</b> Submit next quarterly report			
<b>Responsible Department:</b> County Administration			

#7a	Referral: Status of CDSS Recommendations		Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input checked="" type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete	
<b>Objectives:</b> Report on the status of all recommendations made in 2023 by the California Department of Social Services, including in their February 2023 communication.			
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Report provided for the February 6, 2024 Board meeting. <input checked="" type="checkbox"/> DFCS Director and SSA Director met with CDSS to discuss furthered progress on CDSS recommendations <input checked="" type="checkbox"/> DFCS established a strategic framework to support implementation efforts <input checked="" type="checkbox"/> DFCS Director scheduled to meet regularly with CDSS around their recommendations to ensure full implementation, identify and determine additional technical assistance (if any) that is needed, and/or any other additional CDSS support that is needed.			
<b>Responsible Department:</b> DFCS			
<b>Work in Progress:</b> <input type="checkbox"/> DFCS to maintain regular meetings with CDSS			
<b>Timeline to Completion:</b> N/A			

#7b

## Referral: CDSS Report Regarding Baby Phoenix

Board Referral Date:  
2/6/24**Focus Area:**

- ☒ Safeguarding Children
- ☐ Workforce Support
- ☐ Building Key Partnerships

**Progress**

- ☒ In Process
- ☐ Complete

**Objectives:** *Request County Counsel and the County Executive to provide the Board with an off-agenda memo (confidential if necessary), to proceed to press our case on access to the CDSS report regarding the death of Phoenix Castro, while respecting the privacy of those involved. Vice President Lee requested that County Counsel and Administration include in the off-agenda report information relating to options for litigation and an estimated timeline for drafting a complaint to CDSS.*

**Actions Completed:**

- ☒ County Executive formally requested release of the report to the Board of Supervisors and County Executive.
- ☒ County Counsel provided a confidential memorandum to the Board of Supervisors.

**Work in Progress:**

- ☐ County Counsel initiated petition process to request a court order to authorize the disclosure of the CDSS report to the Board and County Executive.

**Timeline to Completion:** Two months**Responsible Department:** County Counsel, County Administration

#7c

## Additional Item: System Improvement Plan

Board Referral Date:  
N/A

## Focus Area:

- ☒ Safeguarding Children
- ☒ Workforce Support
- ☒ Building Key Partnerships

## Progress

- ☒ In Process
- ☐ Complete

**Objectives:** *The County System Improvement Plan (SIP) is one of the principal components of California's Outcomes and Accountability System, which is used to monitor and assess services provided through DFCS and Probation and how to improve outcomes related to safety, permanency, and well-being for children and families. The SIP is the operational agreement between the County and the State, outlining how the County will improve its system of care for children and youth under the supervision of DFCS and Probation. CDSS asked DFCS to integrate its current efforts into its SIP.*

**Actions Completed:**

- ☒ Peer Review completed by “like” California counties having representatives review DFCS’ work.
- ☒ County Self-Assessment completed including analysis of multi-year data, and approved by CDSS.
- ☒ Previous SIP draft(s) completed on June 14, 2023 and August 30, 2023 and submitted to CDSS for approval
- ☒ DFCS met with CDSS regarding proposed revisions to ensure alignment with CDSS expected revisions, and including any revisions needed by DFCS to be responsive to current system needs
- ☒ DFCS CQI team partners with CCWIP Director around data analysis and CQI efforts to support system improvement efforts.
- ☒ DFCS has revised SIP chart based on current needs of DFCS and to be responsive to BOS reforms’ work plan.
- ☒ DFCS meets regularly with the Child and Family Services Review (CFSR) team to review SIP revisions

**Work in Progress:**

- ☐ DFCS will revise SIP and submit revised SIP to CDSS for approval, once SIP chart is approved by CDSS
- ☐ DFCS will submit SIP to Board for approval, once SIP is fully revised and approved by CDSS.
- ☐ DFCS will maintain ongoing, regular meetings with CDSS to discuss SIP revision progress.

**Timeline to Completion:** Complete by next quarterly report.

**Responsible Department:** DFCS, Probation Department

#7d	<b>Referral: Ensure all DFCS System Improvement Reports are not on Consent</b>	Board Referral Date: 12/19/23
	<input type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support and Development <input type="checkbox"/> Building Key Partnerships	<i>Progress</i> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> <i>Ensure all reports to the Board relating to all regarding DFCS system improvements are not placed on the Consent Calendar.</i>		
<b>Actions Completed:</b>		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Departments:</b> DFCS		

#8a	<b>Referral: Legal Consultation Model</b>	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input checked="" type="checkbox"/> Building Key Partnerships	<i>Progress</i> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Complete outreach and report back on legal staffing model with input from social workers as to what they need to be supported.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> A Legal Consultation Workgroup was developed and facilitated by DFCS Managers to solicit feedback from DFCS Staff. <input checked="" type="checkbox"/> SEIU facilitated empathy interviews for the purpose of conducted to soliciting feedback and suggestions from DFCS staff. <input checked="" type="checkbox"/> DFCS and SSA Executive Leadership discussed possible Legal Consultation models with SEIU during Bi-Weekly Meetings. <input checked="" type="checkbox"/> Received support from SEIU to move forward with proposed revisions to policy. <input checked="" type="checkbox"/> Discussing legal consultation models with CEMA		
<b>Work in Progress:</b> <input type="checkbox"/> Present proposed modifications to the legal consultation mode to the ad hoc committee for discussion. <input type="checkbox"/> Documentation regarding legal consultation process will be added into CWS/ CMS		
<b>Timeline to Completion:</b> DFCS hopes to implement the new model in late May 2024		
<b>Responsible Department:</b> DFCS, County Counsel		

#8b	<b>Referral:</b> Evolution of County Counsel's Interpretation of Legal Standards for Removal of Children	<b>Board Date:</b> 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete
<b>Objectives:</b> Report to the Board (in closed session if necessary) on the evolution of County Counsel's changing interpretation of the legal standards or the removal of children from the custody of their parents, as well as evolutions of direction DFCS provides social workers regarding the role of County Counsel in making determinations and the discretion that DFCS retains.		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting regarding direction provided to DFCS social workers. <input checked="" type="checkbox"/> Confidential memoranda also provided to the Board regarding changing legal standards and advice provided to DFCS		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> County Counsel		

#8c	<b>Referral:</b> Information on How Often DFCS has Different Opinion than County Counsel	<b>Board Referral Date:</b> 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> Administration and County Counsel to report to the Board on February 6, 2024 relating to the number of times DFCS has taken a different opinion than County Counsel regarding the removal of child from a home, the number of times DFCS agreed with an opinion from County Counsel regarding the removal of child from a home, and any other associated child-removal tracking information.		
<b>Action Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting.		
<b>Timeline to Completion:</b> 2/6/24		
<b>Responsible Department:</b> DFCS, County Counsel		

#9	Referral: DFCS Staffing Ratios for Cases and by Unit	Board Referral Date: 12/19/23 and 2/6/24
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Report to the Board regarding best practices/recommendations for staffing ratios for cases and by unit.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Report provided regarding current staffing ratios by program per the caseload requirements under the County's labor agreements and how DFCS tracks workload.		
<b>Work in Progress:</b> <input type="checkbox"/> DFCS plans to conduct additional analysis into optimization of staffing ratios and will provide information on that topic in upcoming quarterly reports to Board of Supervisors.		
<b>Timeline to Completion:</b> Report submitted to the Board at the May 7, 2024 meeting. Additional information requested by the Board about best practices and recommendations is being gathered and will be provided in an upcoming report.		
<b>Responsible Department:</b> DFCS		

#10a	Referral: Changes to DFCS' Operational Policies and Procedures (OPP)	Board Referral Date 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Request that the DFCS Operational Policies and Procedures report be categorized by subject area, not month. Revised report should include the previous and current policies, showing the revision made. Changes that relate to the assessment of either risk or safety and/or the correct actions for staff to take should be identified.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Report provided to the Board with list of previous policy revisions and reasoning for revision. <input checked="" type="checkbox"/> Report provided to the Board with categorization of OPP updates for 2023.		
<b>Work in Progress:</b> <input type="checkbox"/> Additional information on past policy changes requested by the Board is being gathered and will be provided in an upcoming report		
<b>Timeline to Completion:</b> Within six months		
<b>Responsible Department:</b> DFCS		

#10b	Additional Item: Holistically review DFCS’s policies and practices and solicit recommendations from external experts.		Board Referral N/A
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
	<b>Objectives:</b> <i>SSA and DFCS leadership are working in partnership with the Office of the County Counsel to conduct a holistic policy, practice, and training review related to emergency response, investigative practices, and levels of DFCS or Court intervention and oversight, consistent with the direction from the Board of Supervisors.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Began review of policies and procedures outlined in the Operational Policies and Procedures (OPP) handbooks and associated training beginning with emergency response <input checked="" type="checkbox"/> Set up regular meetings with emergency response staff including social workers, supervisors, and managers to review related OPP, Division 31 regulations outlined in the Manual Policy and Procedures (MPP), and related All County Letters (ACLs) and All County Information Notices (ACINs). <input checked="" type="checkbox"/> Create an SSA/ DFCS workgroup to conduct and manage an SSA-wide policy development and review process.			
<b>Work in Progress:</b> <input type="checkbox"/> DFCS will fully review and revise, as needed, of OPP handbooks to ensure alignment with legal requirements, County and SSA policy, and best practice. <input type="checkbox"/> DFCS will coordinate review and/or solicitation of feedback by external experts, as needed, for respective areas of support in relation to DFCS’ policy and procedures.			
<b>Timeline to Completion:</b> Within six months.			
<b>Responsible Department:</b> DFCS, SSA			

#11	Referral: Community Based Organizations and Service Array		Board Referral Date: 2/6/24
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input checked="" type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
	<b>Objectives:</b> <i>Report back on key service partnerships to protect children, review DFCS’ current service array for families and children, including a discussion of the overall capacity of current providers, availability and outcomes of services; referral and utilization rates; and follow up processes within DFCS.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Report submitted to the Board for the May 7, 2024 meeting			
<b>Work in Progress:</b> <input type="checkbox"/> To be scheduled for discussion as part of the ad hoc committee.			
<b>Timeline to Completion:</b> Completed by next quarterly report.			
<b>Responsible Department:</b> DFCS			



#12

## Referral: Joint Response Protocol and eSCARS System Proposal

Board Referral Date:  
2/6/24**Focus Area:**

- ☒ Safeguarding Children
- ☐ Workforce Support
- ☒ Building Key Partnerships

**Progress**

- ☒ In Process
- ☐ Complete

**Objectives:** *Report back and presentation to the Board by DFCS, the Office of the District Attorney, and law enforcement agencies on interagency coordination and cooperation, in particular the implementation of the joint response protocol, as well as the proposal to implement the eSCARS in Santa Clara County.*

**Actions Completed:**

- ☒ DFCS Director and DAO met to discuss the Joint Response Protocol which determines how social workers and law enforcement agencies jointly respond to investigate child abuse cases
- ☒ DFCS Director has met with SJPd Acting Chief to discuss specific needs across agencies and partnership in looking at joint response
- ☒ DFCS Director, County Counsel, Technology Services and Solutions (TSS) and DAO met to discuss how the electronic suspected child abuse reporting system (eSCARS) – can be used to ensure real-time information sharing between law enforcement and social workers.
- ☒ Technical assistance (TA) m with LA County, DFCS and TSS to walk through their eSCARS system as used by the child welfare agency.

**Work in Progress:**

- ☐ DFCS to review Joint Response Protocol and related practices with partners including but not limited to DAO and local law enforcement agencies
- ☐ eSCARS demonstration for law enforcement provided by LA County to TSS, DA, and SJPd
- ☐ Administration is working with the DAO and CAC to schedule a meeting with critical partners at the San Jose Police Department and Sheriff's Office to discuss opportunities for enhanced collaboration, to include timely response by both agencies and a draft proposal to implement eSCARS.

**Timeline to Completion:** Within one year**Responsible Department:** DFCSs, District Attorney, Sheriff's Office, Technology Services and Solutions

#13	Referral: Child Welfare Policy Change Impact on Juvenile Justice Youth		Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships		<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete
<b>Objectives:</b> Report back with detailed data regarding children in the Probation system who have a nexus to DFCS, including the number of previous CANC calls and/or DFCS reports, as well as data on substantiated abuse. Including a report back with analysis of these data trends over time and options to research whether recent child welfare practice trends are having an impact on the number of youth with juvenile justice involvement. Additionally, at the February 6, 2024 Board, meeting, Administration was requested to incorporate the Child Abuse Prevention Council in the additional study being conducted by DFCS in partnership with Probation and BHSD which will answer whether recent child welfare practice trends are having an impact on the number of youth with juvenile justice involvement.			
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting on whether recent child welfare policy shifts have impacted juvenile justice involvement trends.			
<b>Work in Progress:</b> N/A			
<b>Timeline to Completion:</b> N/A			
<b>Responsible Department:</b> DFCS, Probation Department			

#14	Referral: Study Session		Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships		<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> Provide a report with information on the effectiveness of services provided by community-based organizations working with DFCS.			
<b>Actions Completed:</b> N/A			
<b>Work in Progress:</b> <input type="checkbox"/> To be scheduled as part of the ad hoc committee related to the review of the service array, including current provider capacity, availability, outcomes of services, referral and utilization rates, and follow-up processes within DFCS.			
<b>Timeline to Completion:</b>			
<b>Responsible Department:</b> DFCS			

#15	Referral: Timely Medical Consent	Board Referral Date: 3/26/24
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
	<b>Objectives:</b> <i>Report back to the Board with information on the process, procedure, and if there are any gaps for obtaining medical consent when a child is removed from their parent’s care. Additionally, connect with the court for feedback on whether or not they are getting what they need to make their decisions.</i>	
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Convened a meeting with partners from DFCS, the SPARK Clinic, CAC and DAO, to discuss challenges with obtaining timely medical consent for two populations: first, children needing medical clearance exams and treatment upon entering DFCS custody, and second, for children needing forensic medical exams at the CAC. Initial conversation focused on differentiating between what might be a policy issue versus an implementation concern, with further meetings scheduled in May. <input checked="" type="checkbox"/> Reviewed current policies relating to the Welcoming Center placement exams and the required 30-Day Medical <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Evaluation policy.		
<b>Work in Progress:</b> <input type="checkbox"/> DFCS to review medical consent timeliness. <input type="checkbox"/> DFCS to continue to engage with the Dependency Court, the Children’s Advocacy Center, the District Attorney, Supporting, Protecting and Respecting Kids (SPARK) and he Welcoming Center, to streamline processes.		
<b>Timeline to Completion:</b> Complete by next quarterly report		
<b>Responsible Department:</b> DFCS. CAC, HHS, District Attorney		

#16	Referral: Non-Retaliatory Statement	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete
<b>Objectives:</b> <i>Request that Administration and County Counsel release a robust statement that the Department of Family and Children’s Services (DFCS) social workers, County Counsel attorneys, or any other County staff, foster care parents, or non-profit partners will not be retaliated against for raising concerns about systems and processes. This countywide Statement should make clear that everyone’s voice deserves to be heard who is willing to invest in solving this problem. The Board further directed Administration and County Counsel to include guidance in this statement that County personnel making complaints regarding systems or processes should not include protected confidential information unless it is legally permitted, and to clearly identify where County personnel can make complaints that include confidential information, if necessary.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> A robust anti-retaliation statement encouraging the perspectives of all stakeholders was shared with all DFCS staff, CCO staff, posted on the DFCS internal website, and shared with DFCS community partners, foster parents, and other stakeholders, as was reported at the Board’s February 6, 2024 meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> DFCS		

#17	<b>Referral:</b> Exclude DFCS Line Staff from Countywide Hiring Freeze	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete
<b>Objectives:</b> <i>Immediately exclude from the countywide hiring freeze all line staff positions at DFCS, including social workers and supervisors</i>		
<b>Action Completed:</b> <input checked="" type="checkbox"/> These positions were exempted from the hiring freeze and recruitments for vacant positions have been allowed to proceed.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> County Administration		

#18	<b>Referral:</b> Report to Board before any DFCS Personnel Decisions Above Program Manager	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete
<b>Objectives:</b> <i>Evaluate options to provide reports to the Board in Closed Session in advance of any personnel decisions at DFCS above the position of Program Manager – including any decisions to hire executive staff.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> County Counsel provided an off-agenda report responding to this request.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> County Counsel		

#19	<b>Referral:</b> Hospital Release and Transfer Protocol	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete
<b>Objectives:</b> <i>Report back regarding hospital release and transfer protocols where a DFCS report has been made – both for County and non-County hospitals.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> DFCS		

#20	<b>Referral:</b> Report on Clinical Death Review Cases Over Last Three Years	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete
<b>Objectives:</b> <i>Report back with detailed data on the past three years of Clinical Death Review cases where there has been a report to DFCS.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> Coroner – Medical Examiner		

#21	<b>Referral:</b> Plan to Finalize the Updated Sexual Assault Response Team Protocol	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> <i>Report back on the plan to finalize the updated Sexual Assault Response Team (SART) protocol, including a timeline with a three-to-six-month window for completion.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> DFCS		

#22	<b>Referral:</b> Level of and Type of Training for County Counsel who Review DFCS Cases	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> <i>Report back on appropriate levels of training, as well as types of training, for County counsel staff who are reviewing DFCS cases, and the level of training currently averaging among County counsel staff.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> County Counsel		

#23	<b>Referral:</b> Information and/or Options for Legal Representation for all Children with DFCS Cases	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> <i>Provide the Board with information and/or options for a program to provide legal representation for all children with DFCS cases.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> County Counsel has provided an off-agenda report responding to this request.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> County Counsel		

#24	<b>Referral:</b> Utilization of Beds at Parisi House on the Hill	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input checked="" type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> <i>Provide information relating to utilization of beds at Parisi House on the Hill.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Department:</b> DFCS		

#25	<b>Referral:</b> Children of Color Workgroup Participation	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support <input checked="" type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> <i>Report to the Board relating to how the Office of the County Executive and the Board of Supervisors will be incorporated into the Children of Color Workgroup discussions.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Responsive report provided for the February 6, 2024 Board meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Departments:</b> DFCS		

#26a	<b>Referral:</b> Evident Change and Structured Decision Making	Board Referral Date: 12/19/23
	<b>Focus Area:</b> <input type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support and Development <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/6/24
<b>Objectives:</b> <i>Provide information relating to Evident Change's Structured Decision Making.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> CDSS' requirement of the SDM safety and risk assessment tool shared		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Departments:</b> DFCS		

#26b	<b>Additional Item:</b> Implementing changes to SDM practices regarding training and coaching	Board Referral Date: N/A
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete
<b>Objectives:</b> <i>Increasing timely and proper completion of the SDM tools; standardizing safety planning throughout DFCS; and implementing the Interim Direction to ensure appropriate and consistent risk categorization for infants with prenatal substance exposure.</i>		
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Established a pilot to support SDM manager coach(es) that would be responsible for coaching teams around the completion of SDM tools, and application of SDM Policy and Procedures		
<b>Work in Progress:</b> <input type="checkbox"/> Establishing SDM lead staff to support peer coaching in units <input type="checkbox"/> Standardizing safety planning across the agency <input type="checkbox"/> Implementing Interim Direction in alignment with Child Abuse Prevention and Treatment Act (CAPTA) (CAPTA) 42 U.S.C. 5106a (b)(2)(B)(iii) and ACL 17-107 for Safety Plans Involving Infants Affected by Substance Abuse or a Fetal Alcohol Spectrum Disorder		
<b>Timeline to Completion:</b> Within six months.		
<b>Responsible Department:</b> DFCS		

#26c	Additional Item: Risk Assessment Approach		Board Referral Date: N/A
	<b>Focus Area:</b> <input checked="" type="checkbox"/> Safeguarding Children <input checked="" type="checkbox"/> Workforce Support <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input checked="" type="checkbox"/> In Process <input type="checkbox"/> Complete	
<b>Objectives:</b> <i>DFCS to refine risk assessment approach.</i>			
<b>Actions Completed:</b> <input checked="" type="checkbox"/> Engaged consultants, Emily Putnam-Hornstein, Ph.D. and Rhema Vaithianathan, PhD around predictive risk modeling			
<b>Work in Progress:</b> <input type="checkbox"/> Establish a risk assessment process to support staff around assessment, consultation, supervision and decision making around highly complex cases			
<b>Timeline to Completion:</b> Within six months			
<b>Responsible Department:</b> DFCS			

#27	Referral: Ad Hoc Meeting	Board Referral Date: 2/6/24
	<input type="checkbox"/> Safeguarding Children <input type="checkbox"/> Workforce Support and Development <input type="checkbox"/> Building Key Partnerships	<b>Progress</b> <input type="checkbox"/> In Process <input checked="" type="checkbox"/> Complete 2/27/24
<b>Objectives:</b> <i>Report back to the Board with an ad-hoc Committee on key issues, with Supervisor Arenas and Chavez</i>		
<b>Actions Completed:</b> The ad hoc committee was created by the Board at the February 27, 2024 meeting.		
<b>Timeline to Completion:</b> N/A		
<b>Responsible Departments:</b> County Administration and County Counsel		



#28

## Additional Item: Internal Communications

Board Referral Date:  
N/A**Focus Area:**

- ☐ Safeguarding Children
- ☒ Workforce Support
- ☒ Building Key Partnerships

**Progress**

- ☒ In Process
- ☐ Complete

**Objectives:** *Improving its internal communication to ensure all staff have the direction and information they need to be supported and consistent in their critical work*

**Actions Completed:**

- ☒ Engaged with SEIU in bi-weekly meetings
- ☒ Engaged with CEMA in monthly meetings
- ☒ Monthly all staff meetings with leadership
- ☒ DFCS Director meeting with all individual work units

**Work in Progress:**

- ☐ Continue to establish communication pathways for staff to engage leadership and to support a safety culture
- ☐ DFCS Executive team to meet with all DFCS supervisors regularly

**Timeline to Completion:** Within six months**Responsible Department:** DFCS