

Doing Better for Our Tiny Humans

Presentation to the Mendocino County
Board of Supervisors

April 18, 2017



Doing Better for Our Tiny Humans

Presentation of Mendocino County
Health & Human Services Agency
Family & Children's Services



*Organizational Assessment
& Quality Improvement Plan*

Doing Better for Our Tiny Humans

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Organizational Assessment & Quality Improvement

- ❖ Brief History & Current Context
- ❖ UC Davis Findings & Recommendations
- ❖ Our Plan
- ❖ Your Feedback

❖ Brief History

- Previous documents:
 - Grand Jury Report, May 2015
 - Community Letters and FIRST 5 Report, August 2015
 - System Improvement Plan, April 2016
 - UC Davis Assessment, October 2016

Organizational Assessment & Quality Improvement

❖ Brief History

- Current Context:

- Change in HHSA Leadership effective May, 2016
- New Legislation effective January 1, 2017

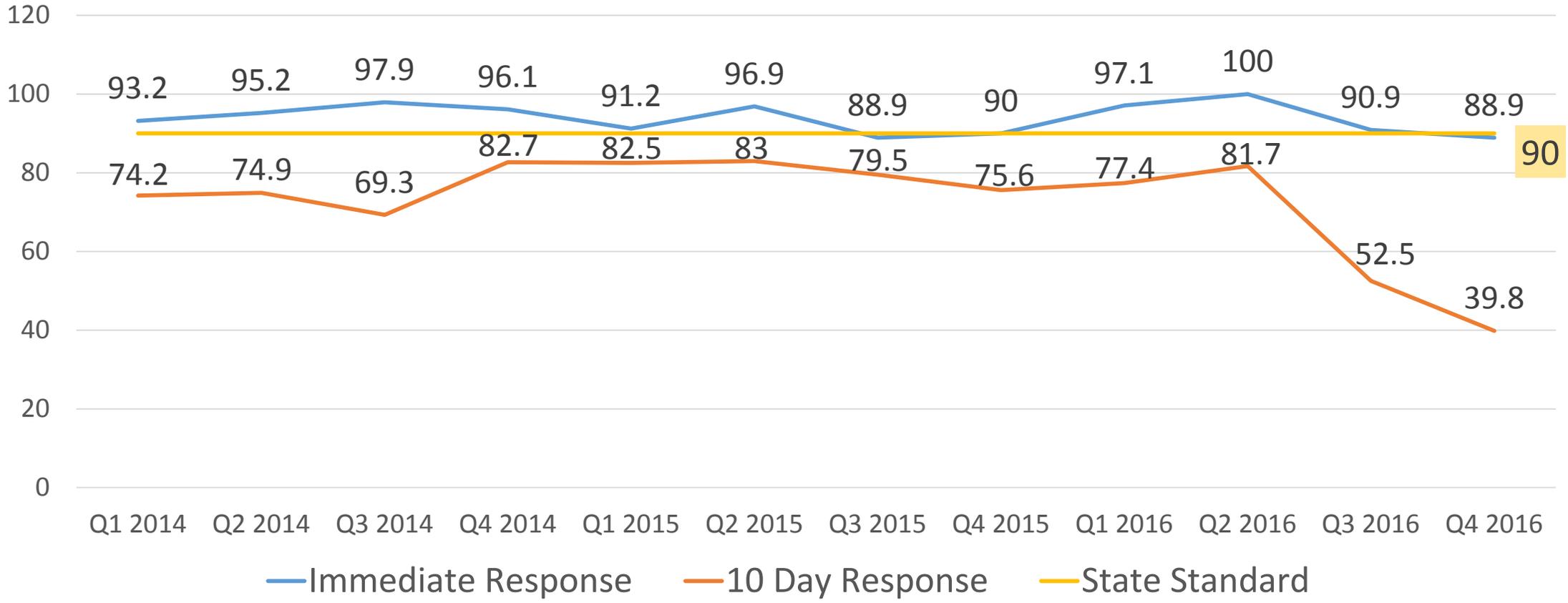
Why is this important?

These factors directly impact the *safety and wellbeing* of Mendocino County's children, youth and families!

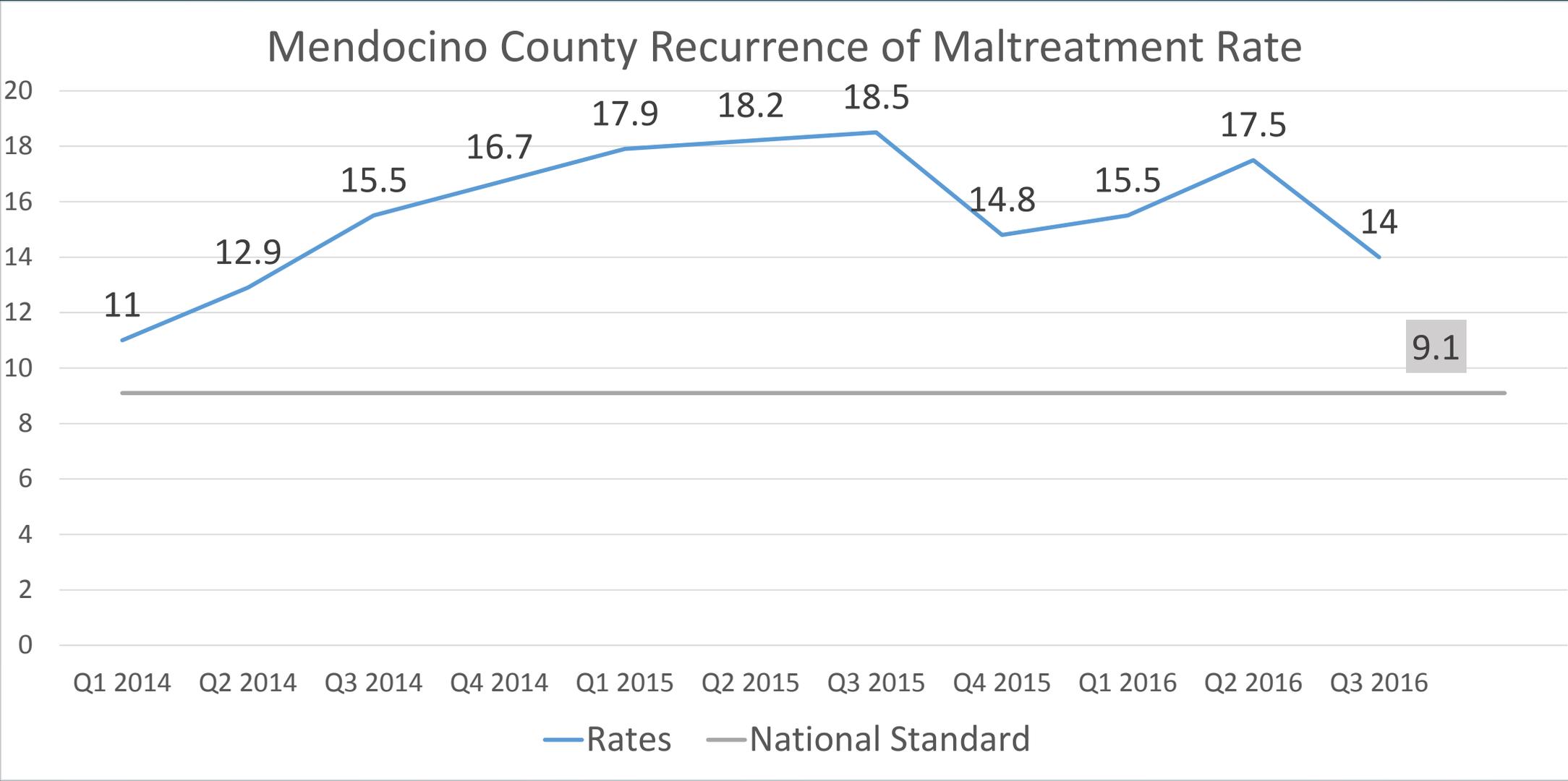


❖ Organizational Assessment - Key Data

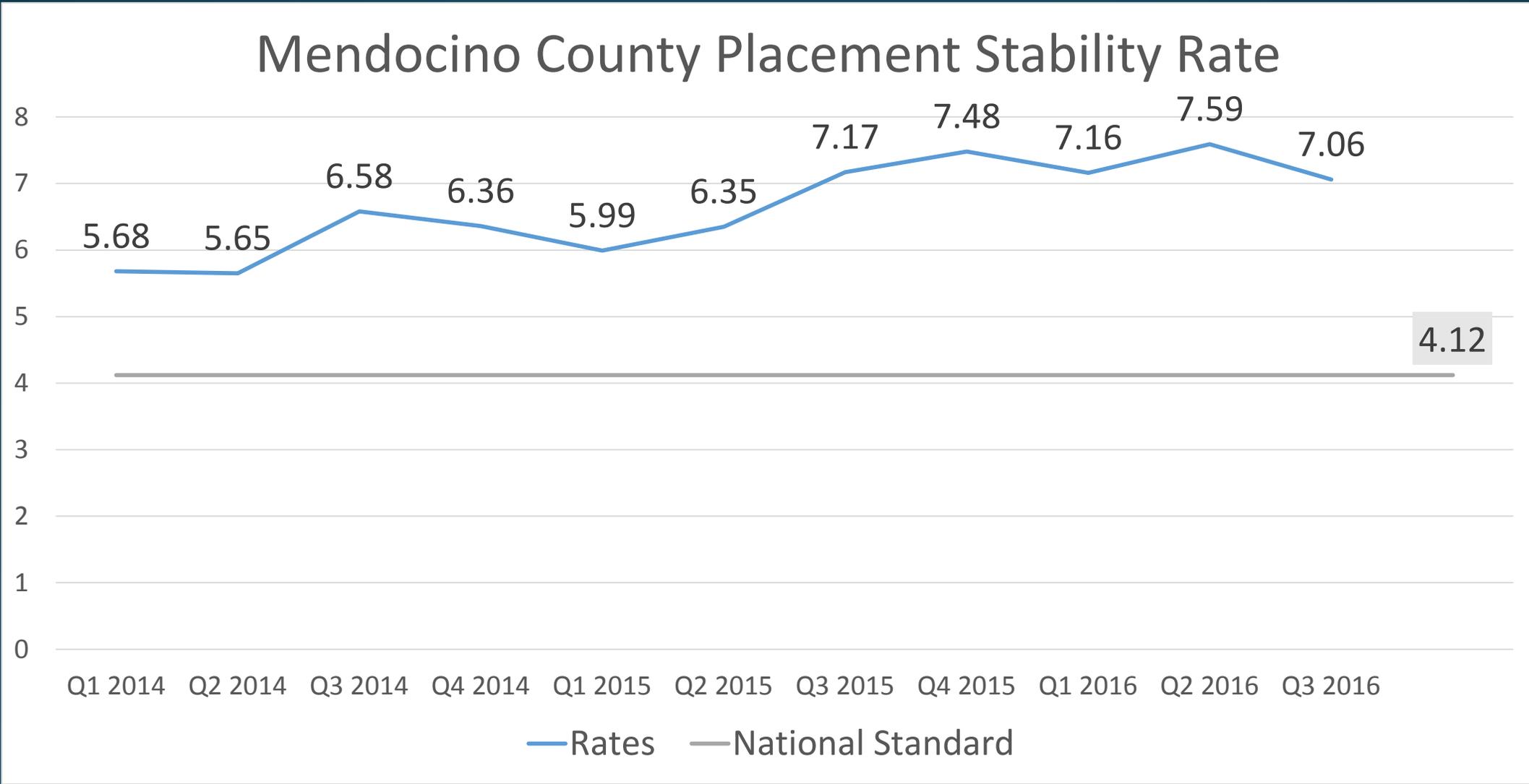
Immediate & 10 Day Referral Response Rate



❖ Organizational Assessment - Key Data

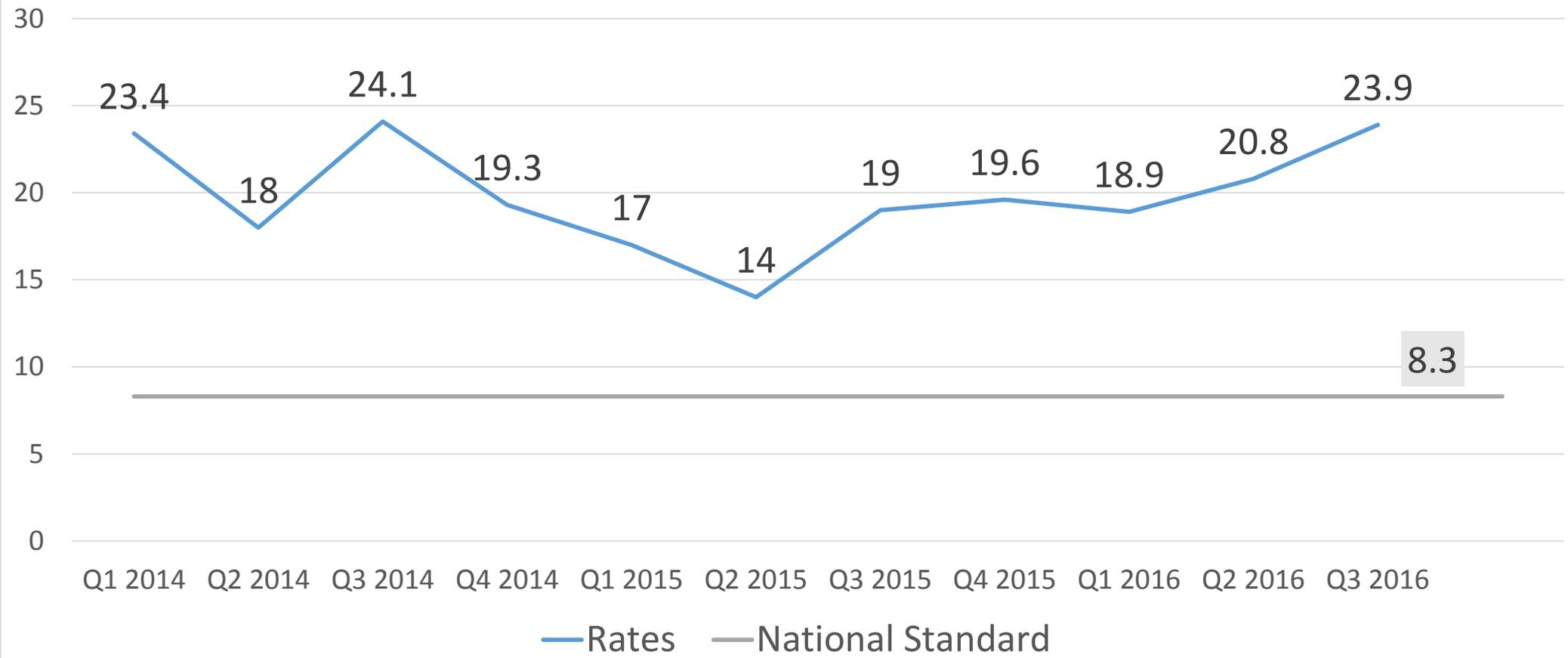


❖ Organizational Assessment - Key Data



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Mendocino County Reentry to Foster Care Rate



Organizational Assessment & Quality Improvement

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❖ UC Davis Findings and Recommendations

Conducted by:

University of California Davis Extension

Center for Human Services

Northern California Training Academy



- **Processes Used**
 - Interviews
 - Focus groups
 - Case reviews
 - Data review
 - Business process review

Key Findings and Recommendations

The team identified three overarching conclusions:

Conclusion One

Family and Children's Services has a number of strengths to build upon. Mendocino County has the potential to become a leader in child welfare policy and practice over time.

Conclusion Two

Most of the organizational challenges are common among child welfare agencies and can be addressed through additional support, training, technical assistance and leadership.

Conclusion Three

There are a number of distinct overarching stressors facing FCS that must be addressed immediately.

Priority Recommendations

Adopt a “retention-focused organization” versus a “recruitment organization”

- Caseload/workload and job task analysis
- Pay differential
- Continued clinical supervision for staff pursuing licensure
- Coaching-based supervision
- Secondary trauma training

Enhance permanency practices.

- Behavioral-based case plan language
- Engage children & youth in safety mapping
- Implement evidence-based visitation program, visit coaching
- Conduct Permanency Roundtables for youth who have been languishing in foster care



Tell Our Story.

- Provide accurate information about past budget cuts, reduction in worktime and salary, restoration of the work week and our outcomes
- Clarify strategies, practices and expectations on how both FCS & the community can partner to improve the lives of children and families
- Align data outcomes with contract deliverables with community providers
- Develop review points to examine practice and impact on data
- Identify trends of substantiations, demographics, etc.

Organizational Assessment & Quality Improvement

- ✓ Brief History
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- ❖ Our Quality Improvement Plan
- ❖ Your Feedback

❖ Organizational Assessment



❖ *Quality Improvement Plan – What's Next?*

- **1. Putting Into Practice Differential Response**
- **2. Home Visiting**
- **3. Implementation Plan with UC Davis**
- **4. Current Efforts to Support Staff**

❖ *Quality Improvement Plan – What's Next?*

- **1. Differential Response is a strategy ...**
 - a more flexible service delivery structure, community partners (contracts)
 - based on safety/risk assessment
 - Increased family engagement
- The process:
 - RFP Developed and Published
 - Bids Received
 - Currently Negotiating Contracts
 - Before the Board on 5/2/2017

• **2. Home Visiting**

- High-quality home-visiting services to families with infants and toddlers prevents child maltreatment
- Para-professional model supervised by PHN
- Selected model – Healthy Families America for Child Wellbeing, Scientific Rating #1
- Became an Affiliate; Currently seeking other partners

3. Implementation Plan – Completed Steps

- Discussed with FCS Management team 11/7/16
- Briefly discussed with and provided report to all FCS staff 11/28/16
- Discussed with FCS Leadership team 12/14/16
- Discussed in-depth with all FCS staff 1/12/17
- Discussed implementation assistance with UC Davis 2/2017
- Will be finalizing contract with UC Davis 4/2017

UC Davis Implementation Plan Timeline:

- May - Meet with consultant & create calendar
- June - SCARF training; Secondary Trauma System training; Establish CQI team
- June & July -
 - Caseload size/workload study, assess hotline & enhance coaching based supervision
 - Improve assessments, safety planning process, assess/review entries into child welfare
- August - October - Permanency planning & enhanced family finding training, implement evidence-based visitation program

4. Current efforts to support staff

- Training Unit
- Additional specialized trainings
- Additional training and support from County Counsel
- Smart phones and Surface Pro tablets, fleet
- Clinical supervision and opportunities for social workers pursuing clinical licensure
- Incentives and rewards

❖ *Quality Improvement Plan – What's Next?*

Fort Bragg Office

Challenges:

- Filling vacancies with qualified staff with child welfare experience
 - Salary; Lack of affordable housing and financial incentives to live in/relocate to Fort Bragg

Supports:

- Inland staff assistance with on-call coverage, case work, ER investigations, supervisory support
- 2016 Added Staff in Fort Bragg Office
 - 1 on-site Senior Program Manager solely for Fort Bragg
 - 2 Social Worker Assistant positions for a total of 4
 - Hired Extra-Help Social Worker

❖ *Quality Improvement Plan – What's Next?*

What else we need for success--

- **To be fully staffed** with the right staff in the right positions
- **Comparable salaries for social workers** - difficult, complex, stressful at times dangerous work that is often the focus of public scrutiny and county liability
- **Pay differential** for Fort Bragg positions
- **Timely IT and Facility projects**

Your Feedback

- ✓ Brief History
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