




**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

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TO: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne Brathwaite Burke  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

FROM: J. Tyler McCauley   
Auditor-Controller

SUBJECT: **GROUP HOME PROGRAM MONITORING REPORT – THE SALVATION  
ARMY - THE WAY IN**

We have completed a review of the group home operated by The Salvation Army, The Way In. The Way In contracts with the Department of Children and Family Services (DCFS) and the Probation Department (Probation). The Way In is a 16-bed facility located in the Third Supervisorial District, which provides care for boys ages 15-18 years who exhibit behavioral, social, and emotional difficulties. At the time of the monitoring visit, The Way In was providing services for 15 Los Angeles County DCFS children.

**Scope of Review**

The purpose of the review was to verify that The Way In was providing the services outlined in its Program Statement. Additionally, the review covered basic child safety and licensing issues and included an evaluation of the home's Program Statement, internal policies and procedures, child case records, a facility inspection, and interviews with two children placed with The Way In at the time of the review. Interviews with the residents were designed to obtain their perspectives on the program services provided by The Way In, and to ensure adherence to the Foster Youth Bill of Rights.

*"To Enrich Lives Through Effective and Caring Service"*

**Summary of Findings**

Generally, The Way In is providing the services outlined in its Program Statement. However, we noted that the Agency needs to make substantial repairs to its facility; include each resident's placement worker in the development and modification of the Needs and Services Plan; counsel staff regarding the appropriate interaction with residents and monitor their behavior; establish grievance/complaint procedures; inform each resident of their right to refuse medication; and document monthly clothing purchases.

Attached is a detailed report of the review findings.

**Review of Report**

We discussed our report with the Agency's management. The Agency's management agreed to provide DCFS with a written corrective action plan within 15 business days from the receipt of this report. We thank the management and staff for their cooperation during our review.

If you have any questions, please contact me, or have your staff contact DeWitt Roberts at (626) 293-1106.

JTM:DR:CC

c: David E. Janssen, Chief Administrative Officer  
David Sanders, Ph.D., Director, DCFS  
Richard Shumsky, Chief Probation Officer  
Gabriella Wynn, Executive Director, The Way In  
Violet Varona-Lukens, Executive Officer  
Public Information Office  
Audit Committee

**THE SALVATION ARMY**  
**The Way In**  
**5939 Hollywood Blvd.**  
**Los Angeles, CA 90028**  
**323-469-2946**  
**License No.: 197600971**  
**Rate Classification Level: 10**

**I. FACILITY AND ENVIRONMENT**

*(Facility Based - No Sample)*

**Method of assessment – Observation and resident interviews**

**Sample size for resident interviews: Two**

**Comments:**

The Way In is a three-story building located in a business neighborhood and operated by The Salvation Army. The exterior was nicely maintained with no observable safety hazards.

The interior of the facility was marginally maintained. The first floor housed the recreation room, administrative offices, a dining hall, and kitchen. The second and third floors housed the residents' bedrooms, dayrooms, and bathrooms. The bedrooms were spacious and personalized by the residents. However, there were areas in need of improvement.

The sofa cushions in the recreation room were torn and, in the dining room, the floor and blinds were dirty.

On the second floor, holes were in the hallway walls and, in the second floor dayroom, the walls needed painting and the seat cover on one couch was torn.

In bedroom number 202, the walls were damaged and dirty, the carpet was dirty, the air vent was broken, a drawer was missing from the closet, and there was gang writing in the closet. In bedroom 203, the closet drawers were missing, the carpet was dirty and torn, paint on the door was chipped, and there was gang writing on the light fixture and in the closets.

In bedroom number 204, the carpet was torn, the dresser drawers were broken, the desk drawer was missing, and the walls were dirty. In bedroom number 205, the carpet was torn and dirty, patchwork on the walls needed painting, and the closet was broken and missing drawers.

In the second floor bathroom, the shower tile and grout were dirty, patchwork on the walls needed painting, and there was gang writing etched in the walls and toilet seat.

In bedroom 301, the mini blinds were missing slats, the walls were dirty with chipped paint, the closet doors and carpet were dirty, and there was graffiti on the light fixtures and inside the closets.

In bedroom 302, there was a hole in the wall and the walls and carpet were dirty. In bedroom 304, the patchwork on the walls needed painting, the carpet was dirty, the closet dresser was broken and missing drawers, the shelves in the closet were missing, and there was graffiti in the closet.

In bedroom 305, the drawers in the closet were broken, there was graffiti in the closet, the desk drawer was missing, the walls were dirty and had holes, the mini blinds were missing slats, clothes were on the floor, and the carpet was dirty.

In the third floor dayroom, the carpet was dirty. In the third floor bathroom, the showers were dirty, the tile on the vanity was cracked, and there was graffiti writing on the walls that had patchwork that needed painting.

The Way In had age-appropriate play equipment in the home including board games, a TV, VCR, pool table, and weights. In addition, there was a computer and books.

There was a sufficient supply of food properly stored.

### **Recommendations**

#### **1. The Way In management:**

- a. Repair the couches in the first floor recreation room and the second floor dayroom.**
- b. Clean the floor in the dining room.**
- c. Repair/replace the mini-blinds throughout the facility as needed.**
- d. Repair/paint/clean the walls throughout the facility as needed.**
- e. Repair the air vent in bedroom number 202.**
- f. Replace/clean the carpeting in the residents' bedrooms and dayrooms.**
- g. Remove gang graffiti from all walls, closets, and light fixtures.**

- h. Repair/replace furniture throughout the facility as needed.**
- i. Clean the resident bathrooms.**
- j. Replace the toilet seat and repair the vanity in the third floor bathroom.**

## **II. PROGRAM SERVICES**

**Method of assessment – Review of relevant documents and resident interviews**

**Sample size for resident interviews: Two**

### **Comments:**

The residents met The Way In's population criteria as outlined in their Program Statement and they had initial diagnostic assessments.

The Needs and Services Plans (NSPs) were realistic, measurable, and time specific. There was no documentation that one of the resident's placement workers participated in the development and the modification of the NSP. This was discussed with management who did not know why the resident's NSP had not been sent to the placement worker since the protocol was that NSPs were faxed to the placement workers for their review and signature.

The Quarterly Reports were comprehensive and focused on the goals in the NSPs.

The residents received individual and group therapy.

### **Recommendation**

- 2. The Way In management include each resident's placement worker in the development and modification of the Needs and Services Plan.**

## **III. EDUCATIONAL AND EMANCIPATION SERVICES**

**Method of assessment – Review of relevant documents and resident interviews**

**Sample size for resident interviews: Two**

### **Comments:**

Both residents attended public school and their records contained semester report cards and/or progress reports. Neither resident required an Individualized Education Plan. The residents reported that they were provided with assistance with their school

work and feel that staff was supportive of their academic progress.

Development of daily living skills was part of The Way In's program. The residents were involved in the planning and preparation phase of meals, hygiene care was discussed as needed, and employment preparation encouraged.

Both residents had the opportunity to participate in emancipation services. One resident was employed and able to manage his money. Both residents were able to spend their allowances as they wanted.

**Recommendations**

**There are no recommendations for this section.**

**IV. RECREATION AND ACTIVITIES**

**Method of assessment – Review of relevant documents and resident interviews**

**Sample size for resident interviews: Two**

**Comments:**

The Way In followed a monthly activity schedule developed by staff and residents. Residents were encouraged to participate in activities that they desired and had the opportunity to watch television, play games, and read at free times during the day.

Transportation was provided to and from activities.

**Recommendations**

**There are no recommendations for this section.**

**V. PSYCHOTROPIC MEDICATION**

**Method of assessment – Review of relevant documents**

**There were 15 residents placed in The Way In at the time of the review. A review of case files was not conducted as there were no residents prescribed psychotropic medications.**

**Comments:**

According to documentation there were no residents receiving psychotropic medications. This was confirmed by management.

**Recommendations**

**There are no recommendations for this section.**

**VI. PERSONAL RIGHTS**

**Method of assessment – Resident interviews**

**Sample size for resident interviews: Two**

**Comments:**

The residents were presented with the policies, rules and regulations when they were placed. One resident reported that some staff members were disrespectful and that he heard one administrator use an ethnic slur. The other resident reported that he did not feel safe in the home because he had been physically assaulted by his roommate. The resident's concerns were discussed with management during the exit conference who stated that these issues had not been previously brought to his attention but would be addressed.

Both residents stated that a sufficient number of staff were in the home when residents were present and reported satisfaction with the food.

The residents were not assigned chores. Both residents were able to have telephone contact with their placement workers and reported that they had privacy during telephone calls and visits. Both indicated that they had religious freedom and that their health care needs were met.

One resident stated that he was not aware of his right to refuse medication. Management made no comment when this was discussed during the exit conference.

**Recommendations**

**3. The Way In management:**

- a. Counsel staff regarding the appropriate interaction with residents and monitor their behavior.**
- b. Inform each resident of their right to refuse medication.**

## **VII. CLOTHING AND ALLOWANCE**

**Method of assessment – Review of relevant documents and resident interviews**

**Sample size for resident interviews: Two**

### **Comments:**

The Way In provided appropriate clothing, items of necessity, and allowances to the residents. Both residents stated that they received the monthly clothing allowance in the amount of fifty dollars and were able to select their own clothes. However, the clothing logs reflected current clothing purchases for only one resident. Management was asked but did not know why there was no documentation regarding clothing purchases for the other resident.

The residents received at least the required minimum weekly allowance that they were able to increase based on the Agency's behavioral system.

The Way In provided residents with personal care items and sufficient, secure storage space.

Both residents had life books.

### **Recommendation**

- 4. The Way In management maintain current documentation of clothing expenditures for each resident.**