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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 – SALVATION
ARMY, BOOTH MEMORIAL CENTER**

We have completed a review of Booth Memorial Center (BMC or Agency) operated by the Salvation Army. BMC contracts with the Department of Children and Family Services (DCFS) and the Probation Department (Probation).

BMC is a 56 bed facility, which provides care for girls, young mothers and their children, and expectant teenagers, ages 13-18 years who exhibit behavioral, social, and emotional difficulties. At the time of the monitoring visit, BMC was providing services for 26 Los Angeles County DCFS children, 30 Probation children, and 17 infants and children. BMC is located in the First Supervisorial District.

Scope of Review

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

Summary of Findings

The review disclosed that BMC was not complying with a significant number of contract requirements. BMC needs to:

- Make numerous repairs to its facility;

"To Enrich Lives Through Effective and Caring Service"

- maintain current Needs and Services Plans and quarterly reports for each resident;
- include each resident's placement worker in the development and modification of the Needs and Services Plan and document their participation;
- maintain current report cards/progress reports for each resident;
- provide residents with daily living skills training;
- enroll all age-appropriate residents in Independent Living Program classes or document efforts to enroll them;
- include residents in the planning of activities;
- inform residents of their ability to participate in self-selected activities with the approval of their placement workers;
- provide on-going staff training in effective interactions with residents and monitor their behavior;
- ensure future activities are not canceled due to inadequate staff coverage;
- provide residents with food that is nutritious and satisfying;
- provide each resident with the \$50 clothing allowance and maintain documentation reflecting the clothing allowance issuance;
- ensure that each resident receives at least the required minimum weekly allowance in accordance with their age; and
- provide each resident with a life book and assist them with the maintenance of their life books on a regular basis.

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 has agreed to provide a 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) 293-1101.

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, Booth Memorial Center
- Violet Varona-Lukens, Executive Officer
- Public Information Office
- Audit Committee

**The Salvation Army
Booth Memorial Center
2670 North Griffin Avenue
Los Angeles, CA 90031
323-225-1586
License No.: 191800938
Rate Classification Level: 12**

I. Facility and Environment

(Facility Based - No Sample)

Method of assessment – Observation

Sample size for resident interviews: Five

Comments:

Booth Memorial Center (BMC) is one of two group homes operated by The Salvation Army. The facility consisted of a school, library, dining hall, residential rooms, and administrative offices. According to management, BMC would be relocating to a newer facility within the next two to five years.

The residents resided in five different wings: Third Floor, North, South, New, and Sam House. BMC allowed residents to personalize their bedrooms.

The overall condition of the facility was poor. Many of the windows in the corridors were boarded up with plywood. Management stated that the residents had broken the windows and that they were scheduled to be repaired. The carpeting throughout the building, including the residents' bedrooms, was stained and dirty. The televisions received poor reception. Hallway windows, and windows in the residents' bedrooms, were missing screens and posed a safety hazard for the small children residing in the home. Management stated that the window screens were scheduled to be installed.

Third Floor

There was an extensive amount of writing on the hallway walls and window sills, and the bathroom floor was dirty. In bedroom number 300, there was extensive writing on the door jamb and inside the closet doors, chipped and cracked paint on the closet door, a hole in the wall, a broken door jamb, and extensive writing on a pillow case.

In bedroom number 301, the bathroom floor and bathtub were dirty. In bedroom number 302, there was extensive writing on the window sill, clothes were piled on the floor, and the walls needed painting. In bedroom number 303, there were burn marks on the carpet. In bedroom number 304, there was extensive writing on the wardrobe closets.

In bedroom 305, there were burn marks on the carpet, extensive writing on the walls and closets, and part of the door frame was missing. In bedroom number 306, plaster was missing from the walls and the tile floor was dirty. In the TV room, paint was left on the floor, there were no screens on the windows, and the sofa was dirty.

North

In the bathroom, there was extensive writing in the stalls and on the walls. In addition, the tile/grout in the shower stalls was dirty. In bedroom number 220, there were clothes strewn on the bed and closet floor, and the bed was not made. In bedroom number 222, paint on the baseboards was chipped. In bedroom number 223, there was extensive writing on the window sills and closet doors, and piles of dirty laundry on the floor.

In the bathroom of bedroom number 224, the toilet paper holder was missing and the bathtub was dirty. In bedroom number 225, there were no screens on the windows, the headboard of one bed was broken, the desk did not have a drawer, there was extensive writing on the walls and the back of the bedroom door, the wardrobe closet did not have doors, and the door jamb was missing.

In bedroom number 227, there were clothes on the floor, a hole in the closet wall, extensive writing on the window sill, closet door, and a headboard, and no window coverings on the windows. In bedroom number 229, there was extensive writing on the wall and closet, and no cover on one of the electrical outlets.

South

There was paint on the bathroom floor and the tile/grout was dirty. In bedroom number 213, there were paint splatters on the baseboards and extensive writing on the interior of the closet. In bedroom number 214, there was writing on the closet doors. In bedroom number 215, there was extensive writing and chipped paint on the inside of the closets. In bedroom number 216, there was a hole in the door, extensive writing on the chair, and the tile floor was dirty.

In bedroom number 217, the dresser had a broken drawer, there was paint on the wall, and extensive writing on the back of the bedroom and closet doors. In bedroom number 219, there was glitter and paint on wall. In the honor room, there were no window coverings on the window, piles of dirty clothes were left on the floor, and there was extensive writing in the closet. In the bathroom, the bathtub, tile/grout, and sink were dirty.

New

In bedroom number 202, the bathroom shower stall was dirty. In bedroom number 203, there was no door on the wardrobe closet, and the bathroom floor was dirty.

In bedroom number 204, there was extensive writing on the wardrobe closet and the bathroom toilet and floor were dirty.

In bedroom 205, the bathroom shower and tile were dirty. In bedroom 207, there was extensive writing on the closet door. In the bathroom, the floor and shower stall were dirty, the towel rack was broken, and the shower area needed painting.

Bedroom number 208 needed painting, there was extensive writing on the bathroom door and the shower stall was dirty. Bedroom number 209 had water stains on the ceiling. In bedroom number 210, a drawer was missing from the desk, there was paint on the carpet, and the shower stall was dirty.

Sam House

In bedroom number 101, there was a large bleach stain on the carpet. In the bathroom, the tub and tile floor were dirty. Bedroom number 102 had extensive writing inside the closet. In bedroom number 103, the tile floor was damaged and paint was peeling off the bedroom door. In bedroom number 104, there was extensive writing inside the closet and gouge marks on the tile floor.

In bedroom number 105, there was a large ink stain on the door, the closet door needed painting, gouge marks were on the tile floor, and the tile/grout and tub in the bathroom were dirty. In bedroom number 107, the floor tile was marked and buckled, and the bathroom shower tile/grout was dirty. In the TV room, the television was broken.

BMC had various athletic and educational equipment including board games, exercise equipment, and computers. There was a play area for the younger children and a patio area for the residents.

There was a sufficient supply of food accessible to the residents and it was properly stored.

Recommendations

- 1. BMC management:**
 - a. Replace windows and window screens in the hallways and residents' bedrooms as needed.**
 - b. Replace the carpeting and repair the tile flooring throughout the facility as needed.**
 - c. Repair/replace televisions in the TV rooms as needed.**

- d. Clean all residents' bathrooms.**
- e. Remove writing from closets, window sills, walls, linens, and doors throughout the facility.**
- f. Repair/replace all broken furniture and doors in the residents' bedrooms.**
- g. Teach and require residents to maintain their rooms in an orderly manner. Monitor the condition of residents' rooms on a daily basis.**
- h. Clean the sofa in the TV room of Third Floor.**
- i. Replace the toilet paper holder in bedroom number 224's bathroom in North Wing.**
- j. Replace the electrical outlet cover in bedroom number 229 in the North Wing.**
- k. Replace the mini blinds in bedroom number 227 in the North Wing and the "honor room" in the South Wing.**
- l. Clean/paint the bedroom walls and baseboards as needed.**
- m. Repair the ceiling in bedroom number 209 in New Wing.**

II. Program Services

Method of assessment – Review of relevant documents and resident interviews

Sample size for resident interviews: Five

Comments:

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

One resident had a current Needs and Services Plan (NSP) that was realistic, measurable, and time specific. However, the resident's placement worker did not participate in the development of the NSP. This was discussed with management who stated that the protocol was to fax the NSPs to the placement workers for review. However, there was no documentation indicating that the NSP had been faxed or mailed to the placement worker.

The remaining four residents did not have current NSPs on file. Management stated that the case manager responsible for preparing the NSPs had left the Agency two months prior to our visit. Although the case manager had been replaced, there was a backlog of NSPs to be completed.

One resident had a current quarterly report. Management again reported that the case manager had failed to complete the other quarterly reports for the remaining four residents before she left the Agency.

The residents were receiving individual and group therapy.

Recommendations

2. BMC management:

- a. Maintain current Needs and Services Plans for each resident.**
- b. Include each resident’s placement worker in the development and modification of the Needs and Services Plan, and document their participation.**
- c. Maintain current quarterly reports for each resident.**

III. Educational and Emancipation Services

Method of assessment – Review of relevant documents and resident interviews

Sample size for resident interviews: Five

Comments:

The residents attended BMC’s non-public school. Each resident had a current Individualized Education Plan. However, the records for two residents did not contain report cards and/or progress reports. Management could not account for the missing documents. The residents reported that staff assisted them with their school work and were supportive of their academic progress.

The residents stated that they did not receive daily living skills training. Although the residents were eligible for emancipation services, two of the residents were not enrolled in an Independent Living Program (ILP). Management explained that residents attended ILP classes at outside agencies and that there was currently a waiting list. Management also reported that an internal ILP program had been implemented a month prior to the review and that more staff was hired to offer ILP services, including providing daily living skills training to all age-appropriate residents. Two of the residents were employed and able to manage their money. All five residents were able to spend their allowances as they wanted.

Recommendations

3. BMC management:

- a. **Maintain current report cards/progress reports for each resident.**
- b. **Provide residents with daily living skills training.**
- c. **Enroll all age-appropriate residents in Independent Living Program classes.**

IV. Recreation and Activities

Method of assessment – Review of relevant documents and resident interviews

Sample size for resident interviews: Five

Comments:

BMC followed a monthly and daily activity schedule developed by staff. However, the residents reported that they were given an activity survey to complete, and their choices were never honored. This was discussed with management who reported that some of the residents had gang affiliations and many of the places that the residents wanted to go were determined to be unsafe for both the residents and staff. This issue was discussed with residents and they were given alternative choices.

One resident reported that activities had been canceled because there was not enough staff coverage. Management stated that they could not recall when an outing was canceled due to lack of staff, but reported there had been a problem with transportation. New vans have been purchased to eliminate this problem.

One resident did not know if she could participate in self-selected activities. This was discussed with management who reported that permission for the residents to participate in self-selected activities was given by the placement workers based on their behavior. Residents had the opportunity to watch television, play games, and read at free times during the day.

Transportation was provided to and from activities.

Recommendations

4. BMC management:

- a. Ensure future activities are not canceled due to inadequate staff coverage.**

V. Psychotropic Medication

Method of assessment – Review of relevant documents

There were 56 residents placed in BMC at the time of the review. A review of case files was conducted for the eight residents prescribed psychotropic medications.

Comments:

There were current court authorizations on file for the residents receiving psychotropic medications.

Documentation confirmed that the residents were routinely seen by the prescribing psychiatrist for a review of their medications.

Medication logs were properly maintained.

Recommendations

There are no recommendations for this section.

VI. Personal Rights

Method of assessment – Resident interviews

Sample size for resident interviews: Five

Comments:

The residents were presented with the policies, rules, and regulations when placed, and felt that the rules were fair. The residents reported dissatisfaction with the home and staff. The residents stated that they felt safe in the home, but reported that staff was disrespectful. Management stated that they were currently addressing this issue with the staff members.

The residents stated that there was an insufficient number of staff on the residential floors when the residents were present. One resident reported that staff was not always present on the residential wing and that residents had to go to another floor to find staff

to open the door to their room. Management stated that staff was always present in the facility and that some residents wanted certain staff members to open their doors.

The residents rated the facility from “fair” to “poor” and reported dissatisfaction with the food. Management confirmed that there was a problem with the preparation of the food and that this issue was being addressed with the current cook. Management expected immediate improvement in the quality of the food.

The residents were able to have telephone contact with their social worker and families, and reported that there was privacy during visits and telephone calls. The residents indicated that they had religious freedom and that their health care needs were met.

The residents were aware of their right to refuse medication.

Recommendations

5. BMC management:

- a. Provide on-going staff training in effective interaction with residents and monitor their behavior.**
- b. Ensure that there is appropriate staff coverage at all times when residents are present.**
- c. Provide the residents with food that is nutritious and satisfying.**

VII. Clothing and Allowance

Method of assessment – Review of relevant documents and resident interviews

Sample size for resident interviews: Five

Comments:

BMC provided clothing, items of necessity, and allowances to the residents. BMC supplied its residents with the required monthly clothing allowance in the amount of \$50 and the residents were given the opportunity to select their own clothing. The residents reported that they received clothing whenever needed. However, there was no documentation that one resident had received her monthly clothing allowance. This was discussed with management, who stated they would review the matter and would pay any additional money owed to the resident.

One resident reported that she was not able to purchase a particular clothing item. Management reported that the resident was not permitted to purchase “gang-style” clothing, and this was explained to the resident. The residents were able to earn an increased allowance based on the Agency’s behavioral system; however, the required

minimum weekly allowance was not provided to all of the residents. This was discussed with management who reported that residents should be receiving the minimum base allowance. Management reported that the matter would be investigated and money owed to residents would be paid.

BMC provided residents with personal care items and sufficient, secure storage space.

One resident did not have a life book. The life books that did exist were not updated on a regular basis.

Recommendations

6. BMC management:

- a. Provide each resident with the \$50 clothing allowance and maintain documentation reflecting the clothing allowance issuance.**
- b. Ensure that each resident receives at least the required minimum weekly allowance in accordance with their age.**
- c. Provide each resident with a life book and assist them with updating their life books on a regular basis.**