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July 24, 2013

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Gloria Molina
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Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Philip L. Browning
Director

COUNSELING & RESEARCH ASSOCIATES D.B.A. MASADA HOMES FOSTER FAMILY AGENCY CONTRACT COMPLIANCE MONITORING REVIEW

The Department of Children and Family Services (DCFS) Out-of-Home Care Management Division (OHCMD) conducted a review of Counseling & Research Associates d.b.a. Masada Homes Foster Family Agency (the FFA) in September 2012. The FFA has three licensed offices. The offices are in the Second Supervisorial District, Fifth Supervisorial District, and San Bernardino County. All three offices provide services to County of Los Angeles DCFS foster children and youth. According to the FFA's program statement, its mission is "To provide children with a stable and supportive living environment while preparing them for reunification with their biological families or placement."

At the time of the review, the FFA supervised 104 DCFS placed children in 40 certified foster homes. The placed children's average length of placement was nine months, and their average age was 10.

SUMMARY

During OHCMD's review, the interviewed children generally reported: feeling safe at the FFA; having been provided with good care and appropriate services; being comfortable in their environment and treated with respect and dignity. The certified foster parents reported they were supported by the FFA staff in their efforts to provide care, supervision and service delivery to the children placed in their homes.

The FFA was in full compliance with seven of 11 sections of our program compliance review: Education and Workforce Readiness; Health and Medical Needs; Psychotropic Medication; Personal Rights and Social/Emotional Well-Being; Personal Needs/Survival and Economic Well-Being; Discharged Children; and Personnel Records.

OHCMD noted deficiencies in the area of Licensure/Contract Requirements as the FFA was cited by Community Care Licensing (CCL) as a result of deficiencies and findings during CCL investigations of complaints.

OHCMD noted findings in the Certified Foster Homes area regarding no documentation of safety inspections and assessments/evaluations being done prior to recertification. Additionally, two foster parents did not complete their annual training hours.

In the area of Facility and Environment, it was noted that one certified foster home did not conduct disaster drills every six months.

In the area of Maintenance of Required Documentation and Service Delivery, we noted findings regarding the Needs and Services Plans (NSPs).

Attached are the details of our review.

REVIEW OF REPORT

On November 15, 2012, the DCFS OHCMD Monitor, Sharon Koga, held an Exit Conference with the FFA representative, Richard Coleman, FFA Director. The FFA's representative: agreed with the review findings and recommendations; was receptive to implementing systemic changes to improve their compliance with regulatory standards; and agreed to address the noted deficiencies in a Corrective Action Plan (CAP).

A copy of this compliance report has been sent to the Auditor-Controller and CCL.

The FFA provided the attached approved CAP addressing the recommendations noted in this compliance report.

OHCMD will confirm that these recommendations have been implemented during our next monitoring review.

If you have any questions, your staff may contact me or Aldo Marin, Board Relations Manager, at (213) 351-5530.

PLB:EM:KR
RDS:NF:sk

Attachments

c: William T Fujioka, Chief Executive Officer
Wendy Watanabe, Auditor-Controller
Public Information Office
Audit Committee
Richard Coleman, Masada Homes FFA Director
Angelica Lopez, Acting Regional Manager, Community Care Licensing

MASADA HOMES FOSTER FAMILY AGENCY
CONTRACT COMPLIANCE MONITORING REVIEW
FISCAL YEAR 2012-2013

SCOPE OF REVIEW

The following report is based on a "point in time" monitoring visit. This compliance report addresses findings noted during the September 2012 review.

The purpose of this review was to assess Masada Homes Foster Family Agency (the FFA's) compliance with the County contract and State regulations and included a review of the FFA's program statement, as well as administrative internal policies and procedures. The monitoring review covered the following 11 areas:

- Licensure/Contract Requirements,
- Certified Foster Homes,
- Facility and Environment,
- Maintenance of Required Documentation and Service Delivery,
- Educational and Workforce Readiness,
- Health and Medical Needs,
- Psychotropic Medication,
- Personal Rights and Social Emotional Well-Being,
- Personal Needs/Survival and Economic Well-Being,
- Discharged Children, and
- Personnel Records.

For purposes of this review, 12 children were selected for the sample. The Out-of-Home Care Management Division (OHCMD) interviewed each child and reviewed their case files to assess the care and services they received. Additionally, four discharged children's files were also reviewed to assess the FFA's compliance with permanency efforts. At the time of the review, two placed children were prescribed psychotropic medication. OHCMD reviewed their case files to assess for timeliness of Psychotropic Medication Authorizations and to confirm the required documentation of psychiatric monitoring.

OHCMD reviewed four certified foster parent files and five staff files were reviewed for compliance with Title 22 Regulations and County contract requirements. Interviews were conducted with four certified foster parents to assess the quality of care and supervision provided to children.

CONTRACTUAL COMPLIANCE

OHCMD found the following four areas to be out of compliance.

Licensure/Contract Requirements

- The FFA had three certified foster homes cited by Community Care Licensing (CCL). The first certified foster home involved a building and grounds violations, as the common area

was used as a bedroom. The FFA representative responded that the FFA conducted training of the involved certified foster parents and ensured that all necessary action was taken to resolve all violations.

- In the second certified foster home, the violation was a personal rights violation involving foster children witnessing the certified foster parents' children showing the foster children the belt to illustrate to them who was in charge. The FFA home was decertified.

- For the third certified foster home, the violation involved criminal clearances not conducted on adults living in the certified foster home, the temperature in the certified foster home was 60 degrees at the time of the Licensed Program Analyst's (LPA) visit, and an adult was sharing a bedroom with his minor sibling without CCL exception. This home was also decertified.

Recommendation

The FFA's management shall ensure that:

1. All certified foster parents are trained in Title 22 Regulations and ensure that all certified foster homes are in compliance.

Certified Foster Homes

- OHCMD noted that two certified foster homes did not have documentation of safety inspection and re-assessment/re-evaluation prior to recertification. The FFA representative responded that they are doing monthly safety inspections, and would ensure that their Fontana office implements full safety inspections and re-evaluations prior to re-certification.

- Two certified foster parents did not complete the required annual training hours. The FFA representative responded that they would implement a tracking system for certified foster parents' training hours.

Recommendations

The FFA's management shall ensure that:

2. All certified foster homes receive safety inspections and re-assessments/re-evaluations prior or at re-certification, and that documentation is maintained in the file.

3. All certified foster parents complete the required annual training timely.

Facility and Environment

- One certified foster home did not conduct disaster drills every six months. The FFA representative responded that they would implement a tracking system to ensure that all certified foster parents' disaster drills are conducted every six months and documented.

Recommendation

The FFA's management shall ensure that:

4. All certified foster homes conduct disaster drills every six months and maintain documentation.

Maintenance of Required Documentation and Service Delivery

- Two Needs and Services Plan (NSPs) did not have documentation of certified foster parents' participation in the development of the NSPs. The FFA representative responded that they would ensure certified foster parents participate in the development of the NSPs and sign the NSPs.

- One initial NSP was missing. The FFA representative responded that they would ensure that the NSPs are placed in the file when completed. The Fontana office representative stated that the NSP was probably completed, but they could not locate it, and the employee was no longer with the FFA.

- Two updated NSPs were one month late. The FFA representative responded that there was some confusion as to the due dates for the Updated NSPs/Quarterly Report. The agency will implement a tracking system to notify social workers when reports are due.

- Two Quarterly Reports were one month late. The FFA representative responded that there was some confusion as to the due dates for the NSPs/Quarterly Report. The FFA will implement a tracking system to notify FFA social workers when reports are due.

- Five children were visited approximately three times per month, instead of the required weekly visits during the first three months of placement. The FFA representative responded that the social workers will be trained in the contract requirements.

Recommendations

The FFA's management shall ensure that:

5. All certified foster parents participate in the development of the NSPs and sign the NSPs.

6. Initial NSPs are completed timely and a copy maintained in the child's file.

7. Updated NSPs are completed timely.

8. Quarterly Reports are completed timely.

9. Children are visited weekly during the first three months of placement per the County of Los Angeles contract.

PRIOR YEAR FOLLOW-UP FROM DCFS OHCMD's FOSTER FAMILY AGENCY CONTRACT COMPLIANCE MONITORING REVIEW

The OHCMD's last compliance report dated June 13, 2012 identified seven recommendations.

Results

Based on our follow-up, the FFA fully implemented six of seven recommendations for which they were to ensure that:

- OHCMD is contacted for historical information regarding prospective certified foster parents prior to certification.
- Initial NSPs are comprehensive, including child specific, measurable, and time-framed goals.
- Updated NSPs are comprehensive, including child specific, measurable, and time-framed goals.
- All foster children are encouraged/assisted in maintaining a life book/photo album.
- All employees have documentation of initial training and emergency intervention training.
- Monthly CSWs contacts are documented in the case file.

One recommendation was not implemented:

- Re-evaluations/re-assessments for re-certification were not completed prior to re-certification. The FFA representative responded that this was not implemented in the Fontana Office, and the FFA will train staff in that office to ensure that all required re-certification documents are completed.

MOST RECENT FISCAL REVIEW CONDUCTED BY THE AUDITOR-CONTROLLER

A fiscal review of the FFA and Group Home was posted on December 28, 2012. The report identified $16,935 in unallowable expenditures, and $12,044 in unsupported/inadequately supported expenditures. The FFA submitted a fiscal corrective plan and has repaid the $28,979 in full.

MASADA HOMES FOSTER FAMILY AGENCY
CONTRACT PROGRAM COMPLIANCE MONITORING REVIEW-SUMMARY

130 W. Victoria Street Gardena, CA 90248 License Number: 19780616	1045 Bonita Avenue La Verne, CA 91750 License Number: 1978060	8485 Tamarind Avenue Fontana, CA 92335 License Number: 366099803

	Contract Compliance Monitoring Review	Findings: September 2012
I	**Licensure/Contract Requirements** (7 Elements)	
	1. Timely Notification for Child's Relocation	1. Full Compliance
	2. Serious Incident Report Documentation and Cross Reporting	2. Full Compliance
	3. Runaway Procedures	3. Full Compliance
	4. Are there CCL Citations/OHCMD Safety Reports	4. Improvement Needed
	5. If Applicable, FFA Ensures Complete Required Whole Foster Family Home Training	5. N/A
	6. FFA Pays Certified Foster Parents Whole Foster Family Home Payments	6. N/A
	7. Assessment of Certified Foster Parent (CFP) Prior to Placement of Two (2) or More Children	7. Full Compliance
II	**Certified Foster Homes (CFHs)** (12 Elements)	
	1. Home Study and Safety Inspection Prior to Certification	1. Full Compliance
	2. Contact with References/Including Check with OHCMD	2. Full Compliance
	3. Timely DOJ, FBI, CACI	3. Full Compliance
	4. Timely, Completed, Signed Criminal Background Statement	4. Full Compliance
	5. Health Screening & TB Test Prior to Certification	5. Full Compliance
	6. Required Training Prior to Certification	6. Full Compliance
	7. Certificate of Approval on File/Including Capacity	7. Full Compliance
	8. Safety Inspection Every Six Months or Per Approved Program Statement	8. Improvement Needed
	9. Completed Training Hours for Re-certification and Current CPR/First-Aid/Water Safety Certificates	9. Improvement Needed
	10. Current CDL/Auto Insurance/Annual Vehicle Maintenance Documentation for CFPs and Designated Drivers	10. Full Compliance
	11. Other Adults in the Home: Health Screening/CDL/CPR DOJ/FBI/CACI/Auto Insurance	11. Full Compliance
	12. FFA Assists CFPs with Transportation Needs	12. Full Compliance
III	**Facility and Environment** (7 Elements)	
	1. Exterior/Grounds Well Maintained	1. Full Compliance

	2. Common Areas Maintained 3. Children's Bedrooms/Interior Maintained 4. Sufficient Educational Resources 5. Adequate Perishable and Non-Perishable Food 6. Disaster Drills Conducted and Documentation Maintained 7. Allowance Logs Maintained	2. Full Compliance 3. Full Compliance 4. Full Compliance 5. Full Compliance 6. Needs Improvement 7. Full Compliance
IV	**Maintenance of Required Documentation/Service Delivery** (10 Elements) 1. Department of Children and Family Services (DCFS) Children's Social Worker's (CSW) Authorization to Implement NSPs 2. NSPs Implemented and Discussed with CFPs 3. Children Progressing Towards Meeting NSP Goals 4. Develop Timely, Comprehensive Initial NSP with Child's Participation 5. Develop Timely, Comprehensive Updated NSPs with Child's Participation 6. Therapeutic Services Received 7. Recommended Assessments/Evaluations Implemented 8. DCFS CSWs Monthly Contacts Documented in Child's Case File 9. Develop Timely, Comprehensive Quarterly Reports 10. FFA Social Workers Conduct Required Visits	1. Full Compliance 2. Needs Improvement 3. Full Compliance 4. Needs Improvement 5. Needs Improvement 6. Full Compliance 7. Full Compliance 8. Full Compliance 9. Needs Improvement 10. Needs Improvement
V	**Education and Workforce Readiness** (5 Elements) 1. Children Enrolled in School within Three School Days 2. Children Attend School as Required and FFA Facilitates Children's Educational Goals Met 3. Children's Academic Performance and/or Attendance Increased 4. Current Report Cards Maintained 5. FFA Facilitates Child's Participation in YDS/Equivalent/Vocational Programs	Full Compliance (ALL)
VI	**Health and Medical Needs** (4 Elements) 1. Initial Medical Exams Conducted Timely 2. Follow-up Medical Exams Conducted Timely 3. Initial Dental Exams Conducted Timely 4. Follow-Up Dental Exams Conducted Timely	Full Compliance (ALL)

VII	**Psychotropic Medication** (2 Elements) 1. Current Court Authorization for Administration of Psychotropic Medication 2. Current Psychiatric Evaluation Review	Full Compliance (ALL)
VIII	**Personal Rights and Social Emotional Well-Being** (10 Elements) 1. Children Informed of Agency's Policies and Procedures 2. Children Feel Safe 3. CFPs' Efforts to Provide Meals and Snacks 4. CFPs Treat Children with Respect and Dignity 5. Children Allowed Private Visits, Calls and to Receive Correspondence 6. Children Free to Attend or Not Attend Religious Services/Activities 7. Reasonable Chores 8. Children Informed About Their Medication and Right to Refuse Medication 9. Children Aware of Right to Refuse Medical, Dental and Psychiatric Care 10. Children Given Opportunities to Participate in Extra-Curricular Activities, Enrichment and Social Activities	Full Compliance (ALL)
IX	**Personal Needs/Survival and Economic Well-Being** (7 Elements) 1. Clothing Allowance in Accordance with FFA Program Statement ($50 Minimum if After November 1, 2012) 2. Ongoing Clothing Inventories of Adequate Quantity and Quality 3. Children's Involvement in Selection of Clothing 4. Provision of Sufficient Supply of Clean Towels and Personal Care Items Meeting Ethnic Needs 5. Minimum Monetary Allowances 6. Management of Allowance/Earnings 7. Encouragement/Assistance with Life Book	Full Compliance (ALL)
X	**Discharged Children** (3 Elements) 1. Completed Discharge Summary 2. Attempts to Stabilize Children's Placement 3. Child Completed High School (if applicable)	Full Compliance (ALL)

XI	**Personnel Records** (9 Elements) 1. DOJ, FBI, CACI Submitted Timely 2. Timely, Completed, Signed Criminal Background Statement 3. Education/Experience Requirements 4. Employee Health Screening/TB Timely 5. Valid CDL and Auto Insurance 6. Signed Copies of FFA Policies and Procedures 7. Staff Completed All Required Training and Documentation Maintained 8. FFA Social Workers Have Appropriate Caseload Ratio 9. Written Declarations for Contract FFA Social Workers That Caseloads Not Exceed Total of 15 Children	Full Compliance (ALL)

MASADA HOMES
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A Division of Counseling & Research Associates

January 18, 2013

Sharon Koga
Out of Home Care Management Division
County of Los Angeles
Department of Children and Family Services
9320 Telstar Ave. Ste. #206
El Monte, CA. 91731

Re: Corrective Action Plan for Masada Homes FFA (Amended from 12/4/2012)

Dear Ms. Koga,

Based on the findings of from the Final Performance Evaluation of 11/15/2012 the following Corrective Action Plan will be implemented:

Item I.4 – Masada received one CCL complaint on buildings and grounds during the review period. All foster parents were trained on applicable safety regulations for the home. Another parent was cited for threatening their birth child in front of the foster child. The foster parents received a two hour training on personal rights and discipline. There were four citations at one home: that workmen were living in the home, that an 18 year old sibling was in a room with a minor, that the temperature in the children's' room was not adequate and that foster children were not allowed to use the living room. Masada investigated immediately and found no evidence that workmen were living in the home and appealed this citation, an exception for the 18 year old sibling was obtained, the central heating, which was down during construction was restored, and the parent was trained on personal rights of children. This home was later decertified.

Item II.15 – Masada completes safety inspections on each home monthly. Annual and six month inspections will be completed using the complete and more detailed home inspection protocol.

Item II.16 – Masada will ensure that foster parents complete the required training through closer monitoring throughout the year. No home will be recertified unless the required training has been completed.

Item III.25 – All staff and foster parents have been reminded of the need to conduct disaster drills. Supervisors will monitor staff compliance and ensure all documentation is in the file.

Item IV.28 – Social work staff will include the foster parent in setting goals and service objectives and obtain signatures to document their participation.

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Item IV.30 – All social work staff have been trained on the development of appropriate needs and services plans. Supervisors will monitor staff compliance and ensure all documentation is in the file.

Item IV.31 – Masada has instituted an improved tracking system to notify staff and supervisors of upcoming NSPs due and monitor their quality and timely completion.

Item IV.35 – Masada has instituted an improved tracking system to notify staff and supervisors of upcoming Quarterly Reports due and monitor their quality and timely completion.

Item IV.36 – Social work staff have been re-trained on the requirements for visits to placed children. Supervisors will monitor to ensure that children are seen weekly during the first ninety days of placement.

If you have any further questions or concerns, please call me at (310) 715-2020 ext. 212.

Sincerely,

Richard Coleman, MFT
FFA Director

A California Non-Profit Organization

130 W. Victoria St., Gardena, CA 90248
Ph: (310) 715-2020