COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-2706
PHONE: (213) 974-8301 FAX: (213) 626-5427

WENDY L. WATANABE
ACTING AUDITOR-CONTROLLER

April 1, 2008

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

FROM: Wendy L. Watanabe
Acting Auditor-Controller

SUBJECT: **GAY AND LESBIAN ADOLESCENT SOCIAL SERVICES FOSTER FAMILY AGENCY CONTRACT REVIEW - A DEPARTMENT OF CHILDREN AND FAMILY SERVICES FOSTER FAMILY AGENCY SERVICE PROVIDER**

We have completed a contract compliance review of Gay and Lesbian Adolescent Social Services Foster Family Agency (GLASS or Agency), a Department of Children and Family Services (DCFS) Foster Family Agency service provider.

Background

DCFS contracts with GLASS, a private non-profit community-based organization to recruit, train and certify foster care parents for the supervision of children placed in foster care by DCFS. Once the Agency places a child, it is required to monitor the placement until the child is discharged from the program.

GLASS is required to hire qualified social workers to provide case management and act as a liaison between DCFS and foster parents. The Agency oversees a total of 28 certified foster homes in which 48 DCFS children were placed at the time of our review. GLASS' headquarters is in West Hollywood in the Third District and the Agency also has offices in the Fourth and Fifth Districts.

DCFS paid GLASS a negotiated monthly rate, per child placement, established by the California Department of Social Services' (CDSS) Foster Care Rates Bureau. Based on the child's age, GLASS received between $1,589 and $1,865 per month, per child. Out

of these funds, the Agency paid the foster parents between $624 and $790 per month, per child. GLASS was paid approximately $1,165,000 during Fiscal Year 2006-07.

Purpose/Methodology

The purpose of the review was to determine whether GLASS was providing the services outlined in their Program Statement and the County contract. We reviewed certified foster parent files, children's case files, personnel files and interviewed the Agency's staff. We also visited a number of certified foster homes and interviewed the children and the foster parents.

Results of Review

The foster parents stated that the services they received from GLASS generally met their expectations and the children stated that they enjoyed living with their foster parents. In addition, the four foster homes we visited were well maintained. GLASS also ensured that social workers' caseloads did not exceed the maximum established by CDSS Title 22 regulations.

Our review also disclosed areas where GLASS can improve compliance with the County contract and CDSS Title 22 regulations by maintaining better documentation in the children's case files. Specifically:

- Four of the six Needs and Services Plans (NSPs) reviewed were not approved by the children's DCFS social worker as required.
- Two of the six NSPs reviewed did not include all the information required by the County contract.
- Quarterly Reports for two age-appropriate children did not include a copy of the Emancipation Preparation Contract.
- None of the six Termination Reports reviewed included a closing summary of the Agency's records related to the children's placement as required.
- Four of the six case files reviewed did not contain documentation that the children were visited the required number of times by GLASS' social workers.
- One of the six children's initial dental and medical examinations were conducted 46 and 11 days late, respectively.

The details of our review along with recommendations for corrective action are attached.

Review of Report

We discussed our report with GLASS on March 4, 2008. In their attached response, GLASS management indicates the actions the Agency has taken to implement the recommendations. We also notified DCFS of the results of our review.

We thank GLASS for their cooperation and assistance during this review. Please call me if you have any questions or your staff may contact Don Chadwick at (626) 293-1102.

WLW:MMO:DC

Attachment

c: William T Fujioka, Chief Executive Officer
Patricia S. Ploehn, Director, Department of Children and Family Services
Susan Kerr, Chief Deputy Director, Department of Children and Family Services
Terry DeCrescenzo, Executive Director, GLASS FFA
Jean Chen, Community Care Licensing
Public Information Office
Audit Committee

FOSTER FAMILY AGENCY PROGRAM
GAY AND LESBIAN ADOLESCENT SOCIAL SERVICES FOSTER FAMILY AGENCY
FISCAL YEAR 2006-2007

BILLED SERVICES

Objective

Determine whether Gay and Lesbian Adolescent Social Services Foster Family Agency (GLASS or Agency) provided program services in accordance with their County contract and California Department of Social Services (CDSS) Title 22 regulations.

Verification

We visited four of the 28 Los Angeles County certified foster homes that GLASS billed the Department of Children and Family Services (DCFS) in March and April 2007, and interviewed five of the eight foster parents and three of the seven foster children placed in the four homes. We also observed three toddlers in the four homes who were too young to interview. We reviewed the case files for eight foster parents and six children. In addition, we reviewed the Agency's monitoring activity.

Results

GLASS needs to ensure that the Needs and Services Plans (NSPs), Termination Reports and Quarterly Reports contain all the information required by the County contract and CDSS Title 22 regulations. GLASS also needs to ensure that children receive initial medical and dental examinations within the required timeframes. In addition, GLASS needs to ensure that children are visited by the Agency's social workers the required number of times. We specifically noted the following:

Needs and Services Plans

- Two (33%) of the six initial NSPs reviewed were prepared an average of 21 days late.

- Four (67%) of the six NSPs reviewed were not approved by the children's DCFS social worker as required. GLASS sent the four NSPs to the DCFS social workers for approval. However, the Agency did not follow-up with the social workers when the approvals were not obtained.

- Three (50%) of the six NSPs reviewed did not include all the information required by the County contract. Two of the NSPs did not address the children's grooming, personal care and ability to manage money. The third NSP did not address the reason the child was in placement.

Our prior review also noted that GLASS did not always ensure that children's NSPs contained all the required information.

Termination Reports and Quarterly Reports

- Three (50%) of the six Termination Reports reviewed were not prepared within the timeframes specified in the County contract. On average, the three Termination Reports were prepared and submitted to the DCFS social worker two months late. In addition, none of the six Termination Reports contained a closing summary of the Agency's records related to the children's placements as required.

- Two (33%) of the six Quarterly reports reviewed for children 14 years of age and older did not include a copy of the Emancipation Preparation Contract as required. In addition, one of the two Quarterly Reports did not include a status of the child's Transitional Independent Living Plan as required. At the time of our review, six children were over 14 years old.

Our prior review also noted that GLASS did not always ensure that Quarterly and Termination Reports contained all the required information. However, during our current review, we noted improvement in the content of the Termination Reports.

Medical Services and Children's Records

- One (17%) of the six children's initial dental and medical examinations were not conducted within the timeframes specified in the County contract. The examinations were conducted 46 and 11 days late, respectively.

- Four (67%) of the six case files reviewed did not contain documentation that the children were visited weekly by GLASS' social workers during their first three months of placement. Approximately 11 required visits during the period were not documented.

- Three (50%) of the six case files reviewed did not contain documentation that the children were seen twice a month by GLASS' social workers after their first three months of placement. Approximately eight required visits during the period were not documented.

Foster Parent Certification

- Two (25%) of the eight foster parents' initial 18 hours of pre-certification training could not be verified. The certification files for the two foster parents contained pre-certification training certificates. However, the certificates did not indicate the number of training hours.

- Four (50%) of the eight foster parents did not complete all of the required 15 hours of annual continuing education. The case files for two of the four foster parents contained documentation that four hours of training were completed. For the other two foster parents, there was no documentation that any of the required hours were completed.

Our prior audit review also noted that GLASS did not ensure that foster parents completed the required number of training hours.

Recommendations

GLASS management ensure that:

1. **Needs and Services Plans and Termination Reports are prepared within the timeframes specified in the County contract and contain all the required information.**

2. **Quarterly Reports contain all the required information.**

3. **Children's initial and annual dental and medical examinations are conducted within the timeframes specified in the County contract.**

4. **Children are visited weekly during the first three months of placement and twice a month after the first three months of placement by the Agency's social workers.**

5. **Foster parents receive the required number of pre-certification and annual continuing education training hours as specified in the County contract.**

CLIENT VERIFICATION

Objective

Determine whether the program participants received the services that GLASS billed to DCFS.

Verification

We interviewed five children placed in four GLASS certified foster homes and interviewed five foster parents to confirm the services GLASS billed to DCFS.

Results

The foster children interviewed stated that they enjoyed living with their foster parents and the foster parents interviewed stated that the services they received from the Agency generally met their expectations.

Recommendation

There are no recommendations for this section.

STAFFING/CASELOAD LEVELS

Objective

Determine whether GLASS social workers' caseloads do not exceed fifteen placements and whether the supervising social worker does not supervise more than six social workers, as required by the County contract and CDSS Title 22 regulations.

Verification

We interviewed GLASS' administrator and reviewed caseload statistics and payroll records for the Agency's social workers and supervising social worker.

Results

Overall, GLASS' four social workers carried an average caseload of 14 cases and the Agency's supervising social worker supervised an average of four social workers.

Recommendation

There are no recommendations for this section.

STAFFING QUALIFICATIONS

Objective

Determine whether GLASS staff possess the education and work experience qualifications required by their County contract and CDSS Title 22 regulations. In addition, determine whether the Agency conducted hiring clearances prior to hiring their staff and provided ongoing training and performance evaluations to staff.

Verification

We interviewed GLASS' administrator and reviewed each staff's personnel file for documentation to confirm their education and work experience qualifications, hiring clearances, ongoing training and performance evaluations.

Results

GLASS' administrator, supervising social worker and social workers possessed the education and work experience required by the County contract and Title 22 regulations. In addition, GLASS conducted the required hiring clearances and provided annual performance evaluations for staff working on the County contract. However, two (50%) of four social workers did not complete the annual in-service training as required by the County contract and CDSS Title 22 regulations. GLASS' Program Statement requires social workers to attend ten hours a year of on-going training.

Recommendation

6. **GLASS management ensure that social workers complete annual in-service training as required.**

PRIOR YEAR FOLLOW-UP

Objective

Determine the status of the recommendations reported in the prior monitoring review completed by the Auditor-Controller.

Verification

We verified whether the outstanding recommendations from the Fiscal Year 2005-06 monitoring review were implemented. The report was issued on March 3, 2006.

Results

The prior monitoring report contained six outstanding recommendations. As indicated earlier, the findings related to recommendations 2, and 5 contained in this report were also noted in the prior monitoring review. GLASS' management indicated that they implemented the prior recommendations before the end of September 2007.

Recommendation

7. **GLASS management implement the two outstanding recommendations from the prior monitoring report.**

GLASS
Youth & Family Services

PRESIDENTS EMERITUS

Betty Berzon, Ph.D. - 1985-1988 (1928-2006)
Stan W. Ziegler, Ph.D. - 1989-1994 (1950-1995)
Richard L. Wulfsberg, M.D. - 1995-1996

BOARD OF DIRECTORS

Madeleine Stoner, Ph.D.
Chair

Fernando Diaz, ASID
Vice Chair

Michael Ruvo
Secretary

J.L. Habel
Treasurer

H. Aaron Aronow, M.D.

Ella Matthes

Thomas G. O'Connell

Matt Redman

Roy F. Sklarin

Dr. Joel Weisman

Thomas Hunter Russell
Legal Counsel

Teresa DeCrescenzo, M.S.W.
Executive Director

GLASS
YOUTH & FAMILY SERVICES
650 N. Robertson Blvd.
West Hollywood, California
90069-5022
(310) 358-8727
FAX (310) 358-8721
Email: info@glassla.org
www.glassla.org

FOSTER FAMILY AGENCY
119 Spring St. Center
Claremont, CA 91711
(909) 399-9245
FAX (909) 445-1340

2017 E. Fourth St., #200
Long Beach, CA 90814
(562) 284-0129
FAX (562) 264-0133

March 11, 2008

To: Supervisor Yvonne B. Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Kisha E. Turner, Asst. Dir. of Quality, GLASS FFA

Subject: Gay and Lesbian Adolescent Social Services Foster Family Agency Contract Review—A Department of Children and Family Services Provider

The following is GLASS FFA's response to each recommendation as outlined in the Auditor-Controller's review:

1. **Auditor Controller Recommendation:** GLASS management to ensure that NSPs and Termination Reports are prepared within the timeframes specified in the County contract and contain all required information.

   GLASS Response: GLASS management conducted a staff training on September 10, 2007 which addressed including details of personal care and grooming; money management; reason for placement of foster children; and obtaining, or documenting diligent attempts to obtain, signatures of placement workers on all NSPs. To ensure timeliness, GLASS management also reviewed timeframes for submission of NSPs to placement workers and created internal due dates which fall prior to the end of each child's quarter. In addition, GLASS has started to implement the new Needs and Services Plan/Quarterly as provided by the County of Los Angeles--DCFS, which addresses the above-referenced details. We expect to implement fully the new NSP/Q by the inception of the new DCFS contract date, anticipated for November 1, 2008.

   This same staff training also reviewed requirements for Termination Reports, including submitting them to placement workers within 30 days from child's termination and a summary of our records regarding the child's placement. In addition, as of April 2008, GLASS Quality Assurance Department will ensure that the FFA staff implements the requirements of the Termination Reports via random monthly chart reviews and following up on missing documents.

FOSTER FAMILY AGENCY
119 Spring St. Center
Claremont, CA 91711
(909) 399-9245
FAX (909) 445-1340

2017 E. Fourth St., #200
Long Beach, CA 90814
(562) 284-0129
FAX (562) 254-0133

PRESIDENTS EMERITUS

Betty Berzon, Ph.D. - 1985-1988
(1928-2006)
Stan W. Ziegler, Ph.D. - 1989-1994
(1950-1995)
Richard L. Wulfsberg, M.D. - 1995-1996

BOARD OF DIRECTORS

Madeleine Stoner, Ph.D.
Chair

Fernando Diaz, ASID
Vice Chair

Michael Ruvo
Secretary

J.L. Habel
Treasurer

H. Aaron Aronow, M.D.

Ella Matthes

Thomas G. O'Connell

Matt Redman

Roy E. Sklarin

Dr. Joel Weisman

Thomas Hunter Russell
Legal Counsel

Teresa DeCrescenzo, M.S.W.
Executive Director

GLASS
YOUTH & FAMILY SERVICES
650 N. Robertson Blvd.
West Hollywood, California
90069-5022
(310) 358-8727
FAX (310) 358-8721
Email: info@glassla.org
www.glassla.org

2. **Auditor Controller Recommendation:** GLASS management to ensure that Quarterly Reports contain all required information.

GLASS Response: As referenced above, GLASS management conducted a staff training on September 10, 2007. During this training, we instructed staff to begin to obtain, or document diligent efforts to obtain, Emancipation Preparation Contracts from CSWs for placed L.A. County youth ages 14 and older.

Beginning April 2008, GLASS management will ensure that the FFA staff include copies of the Emancipation Preparation Contracts (when provided by the CSW) with submitted Quarterlies of all L.A. County youth aged 14 and older. In addition, Quarterlies will include a discussion of the status of the youth's Transitional Independent Living Plan as required in the L.A. County Agreement, Section 10.4. Moreover, as of April 2008, GLASS Quality Assurance Department will ensure that the FFA staff implements the above via continued random monthly chart reviews and follow-up on missing documents.

---

3. **Auditor Controller Recommendation:** GLASS management to ensure that children's initial and annual dental and medical examinations are conducted within the timeframes specified in the County contract.

GLASS Response: Most of our clients are seen in a timely manner for initial and annual medical and dental appointments. We believe that any barrier to timeliness is likely attributed to Medi-Cal or HUB referral issues and our staff's failure to document these delays, rather than a disregard for the specified timeframes. As such, GLASS management also addressed this recommendation during our September 10, 2007 staff training. We instructed staff to *document* any barriers (such as Medi-Cal issues or HUB referral delays) to timely initial and annual medical and dental exams. We also instructed staff to contact the Foster Care Hotline to gain assistance with Medi-Cal issues and to document these contacts. As of September 10, 2007, GLASS Quality Assurance Department has ensured that the FFA has implemented this recommendation via random monthly chart reviews.

---

4. **Auditor Controller Recommendation:** GLASS management to ensure that children are visited weekly during the first three months of

GLASS
Youth & Family Services

FOSTER FAMILY AGENCY
119 Spring St. Center
Claremont, CA 91711
(909) 399-9245
FAX (909) 445-1340

2017 E. Fourth St., #200
Long Beach, CA 90814
(562) 284-0129
FAX (562) 264-0133

PRESIDENTS EMERITUS

Betty Berzon, Ph.D. - 1985-1988
(1928-2006)
Stan W. Ziegler, Ph.D. - 1989-1994
(1950-1995)
Richard L. Wulkberg, M.D - 1995-1996

BOARD OF DIRECTORS

Madeleine Stoner, Ph.D.
Chair

Fernando Diaz, ASID
Vice Chair

Michael Ruvo
Secretary

J.L. Habel
Treasurer

H. Aaron Aronow, M.D.

Ella Matthes

Thomas G. O'Connell

Matt Redman

Roy F. Sklarin

Dr. Joel Weisman

Thomas Hunter Russell
Legal Counsel

Teresa DeCrescenzo, M.S.W.
Executive Director

GLASS
YOUTH & FAMILY SERVICES
650 N. Robertson Blvd.
West Hollywood, California
90069-5022
(310) 358-8727
FAX (310) 358-8721
Email: info@glassla.org
www.glassla.org

placement and twice a month, approximately 14 days apart, after the first three months of placement.

GLASS Response: Due to the abrupt loss of a Foster Care Social Worker during the period reviewed by the Auditor Controller, one of the charts lacked documentation of visits made (the visits were made, however, due to the sudden loss of this staff member, the documentation was not gathered and filed). However, GLASS Management also addressed this recommendation at the September 10, 2007 staff meeting. We reviewed the protocol for visiting clients (weekly face-to-face contacts during the first 3 months of placement and twice a month thereafter, approximately 14 days apart). In addition, as of September 10, 2007, GLASS Quality Assurance has ensured that the recommendation is implemented via random monthly chart reviews.

---

5. **Auditor Controller Recommendation:** GLASS management ensure that foster parents receive the required number of pre-certification and annual on-going training hours.

GLASS Response: As of March 2007, GLASS FFA has held regular mandatory trainings for foster parents on a quarterly basis. GLASS has also been proactive in obtaining documentation of training hours, replete with training topic, number of hours completed, and other pertinent information. As of September 10, 2007, GLASS Quality Assurance Department has also started to ensure that GLASS FFA implements the recommendation above via monthly random chart reviews.

All foster parents are trained in either the MAPP or PRIDE format. Both formats meet the minimum 18 hour requirement for foster parent certification. Documentation of MAPP or PRIDE is included in each foster parent's file. However, GLASS management will make every effort to include amount of hours, dates, and topics on all pre-certification and annual trainings.

---

6. **Auditor Controller Recommendation:** GLASS management to ensure that social workers complete annual in-service training as required.

GLASS Response: As of September 10, 2007, GLASS management has ensured that staff are given five hours of in-service training every six months relevant to: Title 22, confidentiality issues, child abuse

FOSTER FAMILY AGENCY
119 Spring St. Center
Claremont, CA 91711
(909) 399-9245
FAX (909) 445-1340

[illegible] E. Fourth St., #200
Long Beach, CA 90814
(562) 284-0129
FAX (562) 264-0133

identification, etc. We are also documenting these trainings via sign-in sheets and on Foster Track. GLASS Quality Assurance Department, Human Resources, and FFA management will ensure that the training requirement is met and documented accordingly.

---

7. **Auditor Controller Recommendation:** GLASS management to implement the two outstanding recommendations from the prior monitoring report.

   GLASS Response: Please refer to the actions the agency has taken in Recommendations 2 and 5, stated above.

It has been our pleasure to work with the Auditor-Controller's office.

Respectfully submitted,

Kisha E. Turner
Assistant Director Of Quality: Community-Based Programs

PRESIDENTS EMERITUS

Betty Berzon, Ph.D. - 1985-1988
(1928-2006)
Stan W. Ziegler, Ph.D. - 1989-1994
(1950-1995)
Richard L. Wulfsberg, M.D. - 1995-1996

BOARD OF DIRECTORS

Madeleine Stoner, Ph.D.
Chair

Fernando Diaz, ASID
Vice Chair

Michael Ruvo
Secretary

J.L. Habel
Treasurer

H. Aaron Aronow, M.D.

Ella Matthes

Thomas G. O'Connell

Matt Redman

Roy E. Sklarin

Dr. Joel Weisman

Thomas Hunter Russell
Legal Counsel

Teresa DeCrescenzo, M.S.W.
Executive Director

GLASS
YOUTH & FAMILY SERVICES
650 N. Robertson Blvd.
West Hollywood, California
90069-5022
(310) 358-8727
FAX (310) 358-8721
Email: info@glassla.org
www.glassla.org