



County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602



BOBBY D. CAGLE
Director

BRANDON T. NICHOLS
Chief Deputy Director

Board of Supervisors
HILDA L. SOLIS
First District
MARK RIDLEY-THOMAS
Second District
SHEILA KUEHL
Third District
JANICE HAHN
Fourth District
KATHRYN BARGER
Fifth District

October 22, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: 
Bobby D. Cagle
Director

SUPPLEMENTAL REPORT: DCFS, DMH, DHS, AND DPH RESPONSE TO THE NOAH C. MOTION (ITEM NO. 2, AGENDA OF JULY 16, 2019)

On July 16, 2019, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisor Barger, directing County Counsel to oversee a review of the investigation into Noah C.'s death by the Office of Child Protection (OCP) and report back on the following:

1. An assessment of the various interactions that any agencies may have had with the family of Noah C., identifying any potential systemic issues or recommendations for modifying and/or strengthening services to optimally protect the health and well-being of children;
2. An update on the new pilot program in Lancaster and Palmdale which co-locates social workers with law enforcement agencies to increase cross training and coordination of joint responses and investigations of child abuse reports;
3. An update on the ongoing collaboration between law enforcement, Department of Children and Family Services (DCFS) and the District Attorney's office to enhance and improve the utility of the Electronic Suspected Child Abuse Reporting System (ESCARS), with recommendations as appropriate;
4. An update on the assessment of the existing use of the medical hubs countywide, including efficacy of services and effective collaboration between the

Departments of Health Services (DHS), Mental Health (DMH), Public Health (DPH), and DCFS to support the needs of children and families involved in child protective services; and

5. In collaboration with DCFS, DHS, and DMH, an update on staffing and resources available in the Antelope Valley (AV) understanding the unique natures of the region and previous barriers experienced.

The Board further directed the Chief Executive Office (CEO) to collaborate with DCFS to identify positions that are experiencing recruitment and retention challenges in the Lancaster and Palmdale DCFS Regional Offices and provide recommendations to address them, including financial incentives such as a pay differential and bonuses.

On August 22, 2019, the CEO submitted to the Board a detailed report that addressed the recruitment and retention support for AV offices. The report also outlined detailed plans of the recruitment and retention incentives for AV, and reported on the development and creation of a new Service Bureau for DCFS in the AV, including plans for the recruitment and hiring of support staff for the newly created Service Bureau.

On August 30, 2019, the OCP submitted a coordinated response on behalf of DCFS, DMH, DHS, and DPH to the Board, addressing items one through four.

This supplemental report addresses item five, providing an update on staffing and resources available in the AV.

DCFS

As previously reported in the CEO and DCFS joint response to the Board dated September 9, 2019:

The following tables show staffing and vacancy data for Children's Social Workers (CSWs), Supervising Children's Social Workers (SCSWs), and Assistant Regional Administrators (ARAs) for the Lancaster and Palmdale DCFS Regional Offices for the week of August 26, 2019:

Table 1: DCFS Staffing and Vacancies

Position	Lancaster Staff	Lancaster Vacancies	Palmdale Staff	Palmdale Vacancies
CSWs	195	18	133	17
SCSWs	41	3	27	2
ARAs	6	1	4	2
Total	242	22	164	21

As a stopgap measure to address the immediate staffing needs of the AV, DCFS temporarily reassigned two ARAs to the Lancaster Regional Office. Additionally, during the week of July 22, 2019, DCFS deployed a Coach Developer from the Risk Management Division to provide case consultations and coaching support to the Lancaster and Palmdale DCFS Regional Offices, and developed a plan for weekly and as-needed referral/case consultations with the DCFS Medical Director.

In addition, during the week of July 29, 2019, DCFS dispatched an Emergency Response (ER) Strike Team to provide assistance with completing investigations on ER referrals open beyond the statutory 30-day State timeframe. The ER Strike Team, consisting of one SCSW and five ER CSWs, is set to serve in the Lancaster Regional Office for 90 days. DCFS will evaluate the need for continued deployment of the Strike Team on or about October 28, 2019, upon completion of initial orders.

Updates on DCFS staffing will be provided in the second progress report in response to the July 23, 2019 Board Motion titled Antelope Valley Social Worker Needs.

DHS

The High Desert Medical Hub, under the leadership of a newly recruited, board-certified Child Abuse Pediatrician, Dr. Phillip Hyden, offers medical services to DCFS-involved children and youth. These services include Initial Medical Evaluations, Clearance Examinations, Sexual Abuse Evaluations, and Forensic Evaluations. The Hub also provides ongoing primary care services to many children in foster care and hopes to expand this service. Medical Services are coordinated with and supported by team members from the DPH, DMH, and DCFS. Under the recent Board of Supervisors directive, the Hub plans to expand staff with the goal of providing more timely access and extended hours of service to the target patient population.

Recruitment of health care personnel to the High Desert Region has traditionally been difficult; however, a recruitment/physician staffing firm has recently been engaged to assist with the provider recruitment and several incentives have been added to support

these efforts, distance bonuses (for daily travel to remote areas), additional compensation for physicians certified to perform forensic evaluations, and a recent transition to more competitive salary scales for pediatricians.

The following provides an overview of DHS positions in the Medical Hub at the High Desert Regional Health Center (HDRHC) that are currently budgeted, encumbered, and vacant. In total, ten positions are open for hire. Two offers have been extended.

Table 2: DHS High Desert Regional Health Center Allocated Positions and Vacancies

Position	Total Allocations	Total Vacancies
Senior Physician	1	
Physician Specialist	2	1
Nurse Practitioner (NP)	5	2
Registered Nurse (RN) II	2	1
RN II	2	
Licensed Vocational Nurse (LVN) I	5	3
Medical Case Workers	2	
Intermediate Typist Clerk (ITC)	2	1
Certified Medical Assistant (CMA)	1	
Patient Resources Worker (PRW)	2	1
Staff Asst. II	1	1
Total	25	10

Recruitment is underway for all areas, with the following positions identified for hire:

RNII: No candidates have been identified yet.

LVN: One offer has been extended/accepted; another candidate is under consideration. Several additional candidates have been scheduled to interview.

Physician Specialist-Pediatrics: No candidates have been identified via the County's current Certification List. A newly identified recruitment firm (Kolb) and an existing firm (KPG Provider Services) have been enlisted to support recruitment efforts.

NP: One Family NP has been identified who can start in January 2020. This NP will start as contracted provider in Urgent Care and is anticipated to transition to full-time

employment in the Hub Clinic. Another Family NP who worked with Dr. Philip Hyden in the recent past in Fresno has expressed interest in working in the Hub and has initiated the recruitment process. It is anticipated that this NP can join the Hub team in early 2020.

ITC, PRW, and Staff Assistant II: Recruitment has been initiated and will be coordinated by Christine Borzaga, HDRHC Assistant Administrator.

DMH

Background

In 2005 under the Katie A. Settlement Agreement, the Board approved the Enhanced Specialized Foster Care Mental Health Service Plan, designed to make systemic improvements to better serve children with mental health needs who are involved in the County's foster care system. This included the co-location of DMH staff in DCFS regional offices. Staffing models and resource allocation varied across offices to reflect the child welfare mental health needs specific to the regional location of the office at the time of implementation. Specific to Lancaster and Palmdale, staffing and resource allocation was intended to address the estimated mental health needs of 323 youth per year.

As part of the Katie A. Corrective Action Plan in 2007, additional DMH co-located staff were incorporated into the Lancaster and Palmdale DCFS Regional Offices to assist with the additional 850 youth referred for mental health services. For approximately the last ten years, there has been a steady increase in referrals. In 2018, the DMH co-located staff at the Lancaster and Palmdale DCFS Regional Offices serviced 2,871 referrals with no additional allocation of staff.

Status

Currently there are 33 DMH staff dedicated to the Supervisorial District 5 (SD5) (Lancaster, Palmdale and Kidz Connect, Santa Clarita). Of the 33 items there are four vacancies. The current vacancies are a Mental Health Psychiatrist, a Senior Typist-Clerk, a Clinical Psychologist II, and a Psychiatric Social Worker II. As of September 1, DMH deployed additional staff to support the Lancaster and Palmdale DCFS Regional Offices. The DMH staff included two Psychiatric Social Workers and two Clinical Supervisors. The supervisors provide clinical supervision on complex cases and specialize on the mental health treatment of children ages zero to five. There is also one Locum Tenen Psychiatrist providing psychiatric coverage.

The staffing and resource allocation for SD5 remained the same since 2007, with the exception of four DMH staff borrowed in 2015, to support the implementation of the Zev

Yaroslavsky Family Support Center in Van Nuys. However, no new staff were added to accommodate for the Santa Clarita site, or the increased mental health referrals. For 2018, DMH co-located staff in SD5 (Lancaster, Palmdale and Santa Clarita offices) received a total of 3,604 mental health referrals from DCFS of which 70% were eligible for subsequent mental health services.

In addition, and based on the Anthony A. Motion, DMH received Board approval to staff the Medical Hubs.

Table 3: DMH Allocated Positions and Vacancies

Position	Allocated Items Per Location					Total Allocations	Total Vacancies
	Lancaster Admin.	Lancaster Co-Located	Palmdale Co-Located	Santa Clarita	AV Kidz Connection		
Mental Health Clinical Program Manager I	1					1	
Mental Health Psychiatrist	1					1	1
Secretary III	1					1	
Training Coordinator	1					1	
Staff Assistant II	1					1	
Mental Health Clinical Supervisor			1		1	2	
Supervising Clinical Psychologist						0	
Psychiatric Social Worker I/II		3	4	3	4	14	1
Clinical Psychologist I/II		1			2	3	1
Mental Health Services Coordinator I			1			1	
Medical Case Worker I/II		1	1		1	3	
Patient Financial Services Worker		1				1	
Senior Typist Clerk						0	
Intermediate Typist Clerk		1	1	1	1	4	1
Total	5	7	8	4	9	33	4

Legal Entity (LE) Contracts in the Antelope Valley

DMH has a total of 17 LE Contracts serving children and families in the Antelope Valley. The contractors deliver services that range from outpatient to intensive home-based services. Attached is a list of LEs in the Antelope Valley. DMH is in the process of analyzing these contracts to assess whether or not they have additional needs.

DMH is also in the process of analyzing staffing and resource allocation to ensure the mental health services and supports needs for DCFS involved children and families across the SD5 are adequate.

Table 4: LE Contracts in the Antelope Valley

Legal Entity	Sup District (LE HQ)
Child & Family Center	5
Child and Family Guidance Center	5
Hathaway Sycamores Child & Family Services	5
Institute for Family Centered Services	5
McKinley Children's Center, Inc	5
The Children's Center of Antelope Valley	5
California Institute of Health & Social Services	4
Children's Bureau of Southern California	2
Counseling and Research Association	2
Mental Health America of Los Angeles	4
Optimist Boys' Home & Ranch, Inc	1
Pathways Community Services	4
Penny Lane Centers	3
Personal Involvement Center, Inc	2
Special Service for Groups	1
Tarzana Treatment Centers	3
Tessie Cleveland Community Services	2

DPH

The following provides an overview of the DPH positions in the Antelope Valley Medical Hub at the HDRHC Hub. In total, one position is open for hire.

**Table 5: DPH
 HDRHC Staff**

Position	HDRHC Allocation	Vacancies
PHN	1	
ITC	1	1
Total	2	1

Below is an overview of the DPH positions in the Antelope Valley DCFS Offices (Lancaster and Palmdale).

In total, there are eight positions open for hire in the two offices (one ITC and seven PHNs).

**Table 6: DPH Allocated Positions and
 Vacancies**

	Position	Lancaster	Palmdale	Total Allocations	Total Vacancies
General Program	PHNS		1	1	
	PHN	4	4	8	1
	ITC	1		1	1
Foster Care	PHNS				
	PHN	6	6	12	6
	ITC	1		1	
	Total	12	11	23	8

Recruitment is underway for all vacancies and is being coordinated by DPH Human Resources (DPH-HR). A special 10% bonus is being explored for all staff working in the AV, similar to the bonus offered by DHS. DPH-HR is exploring an AV hiring fair that is located in the AV to draw applicants from surrounding communities.

Each Supervisor
October 22, 2019
Page 9

If you have any questions or need additional information, you may call me or your staff may contact Aldo Marin, Board Liaison, at (213) 351-5530.

BDC:CMM:DI
AMT:CL

c:

- Executive Office, Board of Supervisors
- Chief Executive Officer
- County Counsel
- Auditor-Controller
- Health Services
- Human Resources
- Mental Health
- Public Health
- Office of Child Protection