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Executive
Office.**

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February 21, 2023

To: Supervisor Janice Hahn, Chair
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From: Fesia A. Davenport
Chief Executive Officer

**REPORT ON ASSESSING THE DEPARTMENT OF CHILDREN AND FAMILY SERVICES
(ITEM NO. 39-H, AGENDA OF JANUARY 25, 2022)**

Background

On January 25, 2022, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) and Auditor-Controller (A-C) to engage a consultant to perform programmatic and management audits of the Department of Children and Family Services (DCFS), review recent analyses and recommendations that may have been conducted as part of other efforts, evaluate current programs, as well as leadership/management structure, and provide a comprehensive analysis with recommendations.

The Board motion stated that analysis and recommendations should be provided to the Board in writing in 90 days and include input from the Youth Commission, the Office of Child Protection, the Children and Families' Commission, and pertinent County departments that work closely with DCFS such as Departments of Mental Health (DMH), Public Social Services (DPSS), and Probation. The audit and analysis should include, but not be limited to:

- a. Current inventory and list that indexes and helps define stated short-term and long-term purpose of each program, including number of employees, hierarchy of reporting structure, number of children and families served, community engagement, budget implications, and how outcome data is collected for the following:
 - i. Pilot and demonstration initiatives directed by the Board;
 - ii. Programs and divisions/units/sections;



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- iii. How program effectiveness is determined including, but not limited to whether programs are evidence-based and how they are developed in a culturally competent and community focused way (i.e., such as conducting any needs assessments); and
- iv. Whether staffing levels of programs are appropriate or need to be enhanced, particularly with respect to the Adoptions Bureau, Medical Case Management Unit, the Dependency Investigation Unit, and the Multi-Agency Response Team Unit.

b. Management/Structure:

- i. Management structure, succession planning efforts, and staff training (where appropriate in comparison to other County departments);
- ii. Procurement processes, especially for nonprofit organizations, and opportunities to streamline for efficiency and cost savings;
- iii. Use of leased and/or owned office/facilities; and
- iv. A review of how data and information technologies are used within the department to help inform and address the needs of the whole child and whole family.

A 90-day extension was granted to allow time to further develop the scope of the audit and collaborate with relevant departments in the development of recommendations that address the directives of the Board motion.

Initial Efforts

A report back was provided on August 18, 2022, which included the following updates:

1. The CEO, Service Integration Branch (SIB) met with administrative staff from DCFS and executive staff from A-C to ascertain historical information regarding past audits and analysis and requested program inventory information and related files.
2. The CEO retained two consultants to conduct the audit and analysis of DCFS with one responsible for the programmatic audit and analysis and the other consultant responsible for the management/structure audit and analysis. The two consultants worked collaboratively and conjunctively in conducting their work and completion of their respective reports.

Since the prior report back, the following steps have been taken to address the motion:

- An analysis of past audits and prior recommendations;
- Listening sessions were held with the Youth Commission, the Office of Child Protection, the Children and Families' Commission, and pertinent County departments that work closely with DCFS such as DMH, DPSS, and Probation; and
- Two reports were developed as directed: a programmatic audit and a management review with corresponding recommendations.

As part of the management/structure audit and analysis, the Board also directed a review of procurement processes, especially for nonprofit organizations and opportunities to streamline for efficiency and cost savings. This directive is currently being addressed separately as part of the County's Equity in County Contracting initiative.

Summary of Recommendations

The programmatic audit and management reviews have been completed. Attached is an executive summary (Attachment I) of the findings and copies of each report, including a summary of their recommendations (Attachments II through V).

Conclusion

The CEO remains committed to supporting DCFS as it continues to address its programmatic and management structure needs.

Should you have any questions concerning this matter, please contact me or Julia F. Orozco, Acting Branch Manager at (213) 974-1151 or jorozco@ceo.lacounty.gov.

FAD:JMN:JFO
EDT:LJ:pp

Attachments

c: Executive Office, Board of Supervisors
 County Counsel
 Auditor-Controller
 Children and Family Services
 Probation
 Public Social Services
 Children and Families' Commission
 Office of Child Protection
 Youth Commission

ATTACHMENT I

EXECUTIVE SUMMARY

Executive Summary

In response to the January 25, 2022, Los Angeles County (County) Board of Supervisors' (Board) Motion, "Assessing the Department of Children and Family Services (DCFS)", requesting for an audit of DCFS, two consultants were hired to conduct a management structure audit and analysis and a programmatic audit and analysis of DCFS.

The comprehensive analyses and reviews were conducted with the intent to provide the new DCFS Director with holistic recommendations to help guide his strategic vision for implementing a more prevention-oriented department in accordance with the Federal requirements in the Family First Prevention Services Act (FFPSA).

The motion dictated that analyses include, but not be limited to:

- Seeking input from key named partners to inform programmatic recommendations; and
- The development of an inventory of all existing DCFS programs, pilots, and initiatives, cataloging vital information to determine effectiveness and any potential needs (staffing, etc.).

Programmatic Audit Overview

A comprehensive audit of DCFS' programs was conducted. As part of their work, the consultant performed the following:

- i. Reviewed relevant reports and audits;
- ii. Conducted listening sessions with key partners;
- iii. Facilitated staffing conversations with DCFS units, sections, and divisions; and
- iv. Developed a comprehensive programmatic inventory of all DCFS programs, pilots, and initiatives inclusive of variables specified in the Board Motion.

The consultant synthesized this information and developed recommendations and key strategies to consider when developing a prevention-oriented child welfare system over the next 90 days, one year, and five years.

Management Structure Audit and Analysis

The management structure audit assessed conditions that existed prior to the appointment of the new Director in July 2022. Further, the analysis does not take into account the changes that Director Nichols has implemented since his arrival.

In order to analyze the department's management structure, the consultant performed the following:

- Revisited the Consultant's history of two and one-half years of consulting engagements with the previous Director, Executive Team, Regional Administrators and Division Chiefs, as well as many others within and outside DCFS;

- Reexamined the Consultant's own work accomplished in contracts for Team Building, Executive Coaching, Organization Culture Analysis, and Organizational Structuring over the past two and one-half years;
- Reviewed prior commissioned reports and analyses of DCFS;
- Held meetings with current DCFS staff and reviewed organization charts and relevant documents;
- Reviewed several child welfare jurisdiction organization charts and structures;
- Held eight listening sessions with County partners; and
- Conducted a collaboration survey with County departments and partners.

After collecting this data, the consultant developed numerous recommendations to address 36 pressing management issues for the new DCFS Director to consider and act upon. These recommendations are intended to align the management structure with FFPSA's focus on prevention and community engagement in the next 90 days, one year, and five years.

Findings and Recommendations

Programmatic Audit and Analysis

The Programmatic Audit and Analysis highlighted one high-impact recommendation:

- the creation of an Office of Prevention Services within DCFS to house all promotion and prevention-related programs, pilots, and initiatives to inform a coherent strategic direction in partnership with the Director.

In addition, four no-cost/low-lift recommendations were provided:

- Streamlining and organizing the streamlined programs under one Deputy Director;
- Ensuring the addition of "Promotion" to the Well-Being Continuum – and thereby partnering across the County to promote the health and well-being of its children and families;
- Reinvigorating the Project Development Office (PDO) and Outcomes Driven Advisory Team (ODAT) to manage and sustain the well-being continuum; and
- PDO partnering with program leads to gather missing information, identify measures and outcomes, and refine recommendations, as needed, for all programs identified as 'Need More Information' or 'Unable to Assess' during the audit and analysis.

Three high-cost/complex recommendations were made, including:

- PDO and ODAT partner with the Business Information Systems Division (BIS) to develop or enhance an existing data management system to capture all program measures and monitor outcomes;
- The consultant identified staffing related recommendations for the DCFS units, sections, and divisions; and
- DCFS should consider opportunities to streamline programming. This may require sunseting some programs and combining others.

Management Audit and Analysis

The Management Audit and Analysis resulted in 36 recommendations for the Director based on extant knowledge of management, leadership, and organization development catered to DCFS and its organizational culture. The recommendations included six high-impact recommendations, four no-cost/low-lift recommendations, five high-cost recommendations, and two possible politically significant recommendations.

High-Impact

- The Director, together with the Board, set measures of success according to the Child and Family Services Review standards;
- The Director convenes an Executive Team retreat to set new vision for the department that can be captured in a short, compelling statement;
- Facilitate a process with the Board to co-create a clear set of strategic directives and expectations;
- Add an item for Senior Deputy Director of Finance and Administration;
- Establish a structured collaborative group including representatives from each segment of the child welfare system and community; and
- Establish liaisons at DCFS for specific partner collaboration.

No-Cost/Low-Lift

- Assign the Chief Deputy Director with oversight responsibility for operations of the department; and
- Establish the foundation for a complementary, multi-disciplinary Senior Executive Team including Chief Deputy Director; Chief of Staff; Senior Deputy Directors; Medical Director, and an ad-hoc.

High-Cost

- Create a Chief of Staff item reporting directly to the Director, classified above the Senior Deputy Director;
- Create a new bureau to oversee the Program Development Office and BIS;
- Create a Bureau of Community Programs with the Division of Community Based Support and create a Division of Community Based Organization Capacity Building; Division of Faith-based Community Partnerships; and
- Create a Bureau of Policy, Leadership, and Staff Development that will oversee the Divisions of Policy, Leadership Development, and Training.

Politically Significant

- The Executive Team needs to act in concert with one another in equity work for the department; and
- Facilitate a process with the Board to co-create a clear set of strategic directives and expectations.

Conclusion

The CEO remains committed to supporting DCFS as it continues to address its programmatic and management structure needs. The final reports and recommendations have been provided to the DCFS Director for his consideration. Any updates on the implementation of the recommendations should be addressed by DCFS.

ATTACHMENT II

SUMMARY MANAGEMENT ANALYSIS TURNING WEST



**ONE PAGE SUMMARY
MANAGEMENT ANALYSIS OF DCFS
LAC CEO**

HIGH IMPACT

Recommendation 1a. The Director, together with the BOS, set measures of success according to the Child and Family Services Review (CFSR) standards.

Recommendation 7a. The Director hold an Executive Team retreat to set new vision for the Department captured in a short, compelling statement.

Recommendation 11a. Facilitate a process with the BOS to co-create a clear set of strategic directives and expectations.

Recommendation 14a. Add an item for Senior Deputy Director of Finance and Administration.

Recommendation 29a. Establish a structured collaborative group including representatives from each segment of the system and community.

Recommendation 31a. Establish liaisons at DCFS for specific partner collaboration.

NO COST/LOW LIFT

Recommendation 7a. The Director hold an Executive Team retreat to set new vision for the Department captured in a short, compelling statement.

Recommendation 8a. Task the Chief Deputy Director with oversight responsibility for operations of the Department.

Recommendation 9a. The Director lay the foundation for a complementary, multi-disciplinary Senior Executive Team including: Chief Deputy Director; Chief of Staff; Senior Deputy Directors; Medical Director, ad hoc.

Recommendation 29a. Establish a structured collaborative group including representatives from each segment of the system and community.

HIGH COST

Recommendation 8c. Add an item for Chief of Staff for DCFS reporting directly to the Director, classified above the Senior Deputy Director.

Recommendation 14a. Add an item for Senior Deputy Director of Finance and Administration.

Recommendation 15a. Create a new bureau to oversee the Program Development Office and Business Information Systems Division.

Recommendation 18a. Create a Bureau of Community Programs with the Division of Community Based Support and create: Division of Community Based Organization Capacity Building; Division of Faith-based Community Partnerships.

Recommendation 26a. Create a Bureau of Policy, Leadership, and Staff development now overseeing the Divisions of Policy, Leadership Development, and Training.

POLITICALLY SIGNIFICANT

Issue 10. The Executive Team is not acting in concert with one another in equity work for the Department.

Recommendation 11a. Facilitate a process with the BOS to co-create a clear set of strategic directives and expectations.

ATTACHMENT III

SUMMARY LA COUNTY DCFS PROGRAMMATIC AUDIT 2022 RECOMMENDATIONS CHAPIN HALL



Los Angeles County DCFS Programmatic Audit 2022 – Recommendations

★ Potentially politically sensitive recommendations

HIGHEST IMPACT

- ★ **Recommendation 1:** DCFS should [create an Office of Prevention Services](#) to house all promotion and prevention-related programs, pilots, and initiatives to inform a coherent strategic direction in partnership with the Director. This Office should be charged with implementing: all promotion and prevention programs; the Comprehensive Prevention Plan (CPP); building collaborations; streamlining programs; securing funding investments; and creating and enhancing data management systems, CQI and other infrastructure support (pg. 13, 29, 37, 80-81).

NO COST/LOW LIFT

- ★ **Recommendation 1:** DCFS leadership should consider whether each set of [programs identified in the 'Consider Streamlining' category could be organized under one Deputy Director](#) (pg. 42-47, 51-60).
- Recommendation 2:** DCFS should [ensure the addition of "Promotion" to the Well-Being Continuum](#) – Los Angeles County DCFS must work with partners across the county to promote the health and well-being of its children and families (pg. 1-2, 22).
- ★ **Recommendation 3:** DCFS should [reinvigorate the Project Development Office \(PDO\) and Outcomes Driven Advisory Team \(ODAT\)](#) to manage and sustain the well-being continuum (pg. 2, 23).
- Recommendation 4:** PDO should [partner with program leads to gather missing information](#), identify measures and outcomes, and refine recommendations as needed for all programs identified as 'Need More Information' or 'Unable to Assess' (pg.60-79).

HIGH COST/COMPLEX

- Recommendation 1:** PDO and ODAT must [partner with BIS to develop or enhance an existing data management system to capture all program measures and monitor outcomes](#) (pg. 9). The need for a data management system was identified for 27 distinct DCFS programs: 9 programs to 'Elevate'; 8 core infrastructure to 'Sustain'; 6 programs to 'Consider Streamlining'; and 4 programs that 'Need More Information'.
- ★ **Recommendation 2:** Chapin Hall identified [twenty staffing related recommendations](#) for the DCFS units, sections, and divisions named in the Board Motion (pg. 8, 32-35). In addition, staffing needs were identified for 14 distinct DCFS programs: 9 programs to 'Elevate'; 1 core infrastructure to 'Sustain'; 4 programs to 'Consider Streamlining'.
- ★ **Recommendation 3:** DCFS should consider [four opportunities to streamline programming](#) (pg. 8, 51-60). This may require sunseting some programs and combining others. These four opportunities span 21 inventory items: 18 programs/pilot program and three core infrastructure. Streamlining the three programs whose purpose is to reduce the number of Black children entering foster care may be particularly politically sensitive.

ATTACHMENT IV

MANAGEMENT ANALYSIS OF DCFS LA COUNTY CHIEF EXECUTIVE OFFICE TURNING WEST



ORGANIZATION, TEAM, AND LEADERSHIP CONSULTING

Management Analysis of DCFS LA County Chief Executive Office

November, 2022



MANAGEMENT ANALYSIS OF LOS ANGELES COUNTY DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS): FINAL REPORT NOVEMBER, 2022

Authors

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We would like to extend a special thank you to Emy Tzimoulis and Latrice Jones of the CEO office for their partnership and thoughtful reflections and Director Nichols and his team for their responsiveness to our requests for further information. Lastly, we would like to acknowledge the dedicated LA DCFS staff and LA DCFS stakeholder partners who were willing to meet with us and share their insights over the course of this project.

About TurningWest, Inc.

TurningWest, Inc. is an international Organization Development and Leadership consulting firm based in Southern California. Established in 2010, our firm employs the latest research in the fields of Organization Development, Industrial/Organizational Psychology together with cutting edge sociological and anthropological research in order to enable organizations to mobilize people for a common mission. We strive to enable our client-partners to intentionally fashion healthy organizational culture with superior leadership and management so that those organizations can change the world.

We partner with clients across the spectrum from government, non-profit, and for-profit sectors who seek to create healthy human work systems that reflect their values and their vision for change.

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Table Of Contents

Executive Summary	4
Background	4-6
Recommendations, Next 90 Days Chart	7
Recommendations, Year One Chart	13
Recommendations, Year Five Chart	20
Introduction	25
Data Collection	26
Listening Sessions	26
Collaboration Factors Inventory	27
Recommendations For Next 90 Days	28
Performance Management	29
Leadership	35
Partners	42
Organization Culture	43
Recommendations For Year One	44
Organization Structure	45
Organization Culture	52
Data and IT Systems	53
Leadership	55
Recommendations For Year Five	59
Organization Structure	60
Partners	62
Leadership	67
Organization Culture	69
Change Management Plan	70
Culture Anchoring	75
REFERENCES	80
APPENDIX A: Senior Executive Team and Executive Team Structure	82
APPENDIX B: Process Map For Setting Strategic Directives with BOS	83
APPENDIX C: Proposed Organization Chart	84
APPENDIX D: Retreat Agenda	85
APPENDIX E: Collaboration Factors Inventory (CFI) Results	86

Executive Summary

Management Analysis Overview

In response to Los Angeles County Board of Supervisors (BOS) Board Motion 165785 calling for an audit of Los Angeles County Department of Children and Family Services (DCFS), TurningWest was engaged to conduct a management analysis of the Department. The analysis presented below presumes that a new Director had not be named and none of the recommendations should be seen as criticism of newly appointed Director Nichols. Additionally, this analysis does not take into account the changes that Director Nichols has implemented since his arrival in July 2022. These recommendations are best seen as a snapshot of the Department as of July 1, 2022.

Methodology

In order to analyze the Department's management structure, TurningWest did the following:

- Explored TurningWest's history of two and a half years of consulting engagements with the previous Director, Executive Team, Regional Administrators and Division Chiefs, as well as many others within and without DCFS.
- Reexamined TurningWest's own work accomplished in contracts for Team building, Executive Coaching, Organization Culture Analysis, and Organizational Structuring over the past two and one-half years.
- Reviewed prior commissioned reports and analyses of DCFS.
- Held meetings with DCFS staff and reviewed organization charts and relevant documents.
- Reviewed a number of other child welfare jurisdiction organization charts and structures.
- Held eight listening sessions with LA County partners.
- Conducted a collaboration survey with LA County departments and partners.

After collecting this data, TurningWest developed numerous recommendations to address thirty-six (36) pressing management issues for the new DCFS Director to consider and act upon. These recommendations are intended to align the management structure with the federal Family First Prevention Services Act's (FFPSA) focus on prevention and community engagement in the next 90 days, one year, and five years.

It must be noted that while the selection of a new DCFS Director preceded the start of this management analysis, the issues and recommendations to follow reflect two years of a direct working relationship with Department's leaders in addition to the current analysis. Thus, the analysis depicts the Department's leadership, culture, structure, and collaboration, as inherited by newly hired Director Brandon Nichols, in contrast to a result of his leadership.

Issues Noted and Recommendations

The tables that follow summarize the thirty-six (36) recommendations that stem from TurningWest's management analysis. The recommendation tables identify the *Issue*, or area of improvement identified, our *Analysis* of the situation, including evaluation and observations based on the data collected, our *Recommendation(s)*, or solutions offered for how to address the area of improvement, and finally, our *Justification*, or rationale for why the specific recommendations are offered.

In offering these recommendations, we humbly acknowledge the extraordinarily challenging work of the field of child welfare as well as the immense passion and commitment of the DCFS leadership and workforce. Recognizing that improvement is always possible in all human organizations, we recommend the following changes to the management of this vital Los Angeles County department.

Summary of Findings

DCFS is served by a team that passionately believes in the mission bestowed upon the Department by the County of Los Angeles and is driven to provide world-class child and family welfare services to the residents of the nation's largest county. It must continually be remembered that this charge is amongst the most challenging and the most critical in all of government service. The skill and dedication that the leadership and staff of DCFS bring to this mission is unparalleled.

However, within the area of management of this vast bureaucracy, there is room for considerable improvement. This is not a surprising finding given that the majority of leaders and staff at DCFS were trained in a professional discipline that did not necessarily prepare them to lead and manage a mega-bureau. Leadership, management, and administration are skill sets and academic disciplines all on their own. Nevertheless, DCFS must break out of its social work paradigm and learn to lead and manage if it ever hopes to release the full potential of its child welfare expertise.

In particular, we cite the following leadership and management areas that need improvement:

1. **Organizational Culture** – the subconscious forces of an organization's culture are critical to missional success. DCFS must learn to pay vastly more management attention to intentionally shaping and realigning its internal culture. DCFS' culture is dysfunctional at best, and in a few specific dimensions perhaps even toxic. Expertise and focused interventions can change this situation with the result a happier, more efficient, and more impactful work environment with stronger outcomes for children and families.
2. **Organizational Structure** – the Department is too burdened with its challenging mandate compounded by the inflow of initiatives and external demands to pay close enough attention to efficiently structuring its organizational dynamics.

3. **Management Skill** – leadership and management are both art and science. DCFS has not paid enough attention to the development of both skills and to the way in which it encourages growth from within balanced with hiring from without. Training is not development. There is room for DCFS executives to grow in applying the art of building teams, creating psychological safety, striving for justice, equity, diversity, and inclusion with team dynamics, and more.
4. **Collaboration** – the mission given to DCFS cannot be accomplished without concerted efforts at collaboration across County departments, commission, and other public entities, and private partners. DCFS has a spotty history of collaboration with these entities; with some partners collaboration is excellent and with others very poor. Intentional management efforts to improve collaboration across all these partners will show demonstrable results for child and family welfare in LA County.

Summary

DCFS is not as healthy or as efficient as it needs to be. The good news is that the Department has many strengths it can leverage to improve its organizational health and management effectiveness. In a few key areas of weakness, cited above, it will need to reach out to experts in other fields such as organization culture, leadership development, and management coaches to build strengths in these neglected areas. Efforts in these areas will undoubtedly move the needle for the Department and advance its vital mission.

Recommendations, Next 90 Days				
#	Issue	Analysis	Recommendation	Justification
1	The Department has operated without a singular, objective standard definition of success.	- While DCFS has many success stories, a singular definition is needed to better evaluate Department-wide success. - It appears that DCFS does not use the federal definition of success for child and family welfare and well-being (Child and Family Services Review (CFSR)). - The BOS is in need of objective evaluative criteria for Departmental and Director performance.	a. The Director, together with the BOS, set measures of success according to the Child and Family Services Review (CFSR) standards. b. Operationalize this standardized definition of success as an essential tool to guide and lead the Department. c. Enlist support and alignment for this federal definition across all County entities and public-private partnerships charged with child and family well-being. d. Guide a process to determine roles and responsibilities for each part of the system.	- Clarifying expectations, establishing effective working relationships, and setting measures of success will prevent ineffective evaluation and reporting of progress and success. - Specific, objective reporting of progress against agreed upon standards will increase communication and trust with the BOS and the public. - This recommendation aligns with the Collective Impact Model and with the Wilder Collaboration Factors Inventory for systemic achievement of results. - The federal prioritization of prevention through FFPSA demands a re-evaluation of success in child welfare which requires a proactive and collaborative system.
2	Short tenure for DCFS Directors has inhibited realignment of the Department's culture.	- The turnover rate for DCFS Directors is high. - The short tenures have limited many Directors' abilities to master the role and its responsibilities. - This results in lack of un-anchored alignment of values, priorities, and systems throughout the organization. - The workforce has learned to believe they do not have to invest in the Director's reforms and that they can just "wait the Director out."	a. BOS encourage increased tenure for the Director by giving the Director at least 5 years, to establish reforms and shift the organizational culture. b. BOS provide clear and consistent feedback to the Director in order to more effectively manage performance and decrease turnover.	- Change management theory indicates it takes 5-10 years to anchor intentional shifts within an organizational culture. - Lasting organizational reform requires a consistent Director. - The shift to prevention will require a longer termed Director to effect change. - The reasons for high turnover in the Director role have not been fully addressed.

continued

Recommendations, Next 90 Days – *continued*

#	Issue	Analysis	Recommendation	Justification
3	■ The workload of the Director's role is unsustainable.	■ The demands of the Director role contribute to potential disruptions in physical and mental well-being. ■ Without good health, no Director can perform the role's necessary duties. ■ Past observations suggest that these disruptions have compromised Directors' performance, negatively influencing their ability to lead, make clear decisions, and hold tenure in the organization. ■ This workload has encouraged an unhealthy pattern of workaholism in the past, and the workforce has followed, thereby exacerbating this problem.	a. The Director create a personalized plan for sustainable well-being in order to mitigate potential disruptions. b. The Director delegate work strategically to Executives. c. The Director cultivate a support system of trustworthy people who understand the role's demands. d. The Director engage with an Executive Coach to regularly sort out priorities, evaluate new ideas, and maintain clear personal and professional boundaries. e. The Director and his support system understand and leverage the influence of his behaviors on the entire Department.	■ If the Director "Models the Way" by prioritizing health, this will promote work-life balance for the entire DCFS workforce, especially for the Executive Team, and align the Department with its promotion of well-being for children and families.
4	■ The stated Values of DCFS have not been aligned nor consistently used to lead and manage the Department in the past.	■ Misalignment to values causes variations in organizational sub-cultures thereby increasing social friction. ■ Without articulated and aligned values, individuals act according to their best guesses, often along paths of familiarity or of least resistance. ■ Conflicts arising over competing values undermine momentum to set common priorities and strategic direction.	a. The Senior Executive Team clarify, own, and model DCFS' core values and supporting statements. b. Intentionally leverage the core values to influence all messaging, onboarding, training, accountability practices, etc. c. Ensure core values inform Department decisions and actions.	■ A clear value system increases organizational alignment and cohesion, improves individual motivation, and mobilizes teams. ■ Clear values focus dialogue and decisions on what is most important about what work gets done and how people work together. ■ Leading through clearly articulated values strengthens alignment with like-minded Partnerships.

continued

Recommendations, Next 90 Days – *continued*

#	Issue	Analysis	Recommendation	Justification
5	■ In the past, effective accountability has not been observed on the Executive Team.	■ Over time, unclear and unenforced performance and behavioral expectations undermine effective teamwork and performance. ■ Uncertainty about mutual accountability has eroded trust and hindered collaboration and coordination across departmental leaders and units. ■ High performing team members tend to carry the weight of under-performers, which negatively impacts individual and team motivation.	a. The Senior Executive Team articulate a set of behavioral norms as foundational for accountability and hold the Executive Team accountable to them. b. Clarify the authority levels and boundaries of Executive Teams members. c. Train Executive Team members in the practice of peer-to-peer accountability. d. The Senior Executive Team establish consequences for unacceptable performance and consistently enforce them.	■ Leaders get what they create or allow. ■ Team dysfunction has resulted from the inability to hold Executives accountable for behavior and performance. ■ Poor performance has been tolerated when leaders have not exercised their authority to hold people accountable. ■ Behaviors permitted at the top make their way through the culture as acceptable behaviors within the workforce. ■ The Executive Team “Model the Way” for the Department in the appropriate use of authority to practice accountability.
6	■ The Outcomes Driven Implementation Structure (ODIS) governance model has not been utilized for its designed purpose.	■ ODIS offers an excellent structure for processing requests and management of all initiatives, pilots, and projects imposed upon the Department. ■ ODIS ensures alignment with the Department’s strategic plan, the Statewide Improvement Plan (SIP), the Core Practice Model (CPM), and Implicit Bias Cultural Competence (IBCC). ■ The system is overloaded with mandates that distract from the main mission, and ODIS can assess the Department’s capacity.	a. Prioritize the use of ODIS to ensure <u>all</u> initiatives, pilots, and projects are congruently aligned, assigned, implemented, tracked, and objectively reported on. b. Utilize ODIS as an initiative-processing system that includes the impact of Board motions. c. Regularly emphasize and report on the purpose and efficacy of ODIS, in part to deepen the Executive Team’s and BOS’ understanding and ownership of its value.	■ Without ODIS, the Executive Team cannot effectively identify and manage capacity, implementation, and performance of special projects in addition to their normal workload. ■ Utilizing ODIS results in more equitable distribution of workloads. ■ ODIS aligns priorities to core values and to the definition of success. ■ ODIS ensures more effective and strategic resource allocation. ■ ODIS monitors initiatives so results are more objectively communicated to BOS.

continued

Recommendations, Next 90 Days – *continued*

#	Issue	Analysis	Recommendation	Justification
7	There is no publicly stated and operationalized vision for the Department's efforts to reform.	- The Department juggles competing strategies, in part, because it has not published a vision statement. - A shift towards prevention and child and family well-being requires a new vision. - Without a published and shared vision, confusion and conflict will impact the workforce.	- The Director hold an Executive Team retreat to set new vision for the Department captured in a short, compelling statement. - The Executive Team tie reform initiatives to this compelling vision. - The Executive Team incorporate the vision in every decision and action. - The Executive Team communicate the vision incessantly.	- A new compelling vision published to the public will motivate the workforce and mobilize the collaboration of external stakeholders. - Strategy, programming, and prevention efforts are more effective when aligned to a clearly articulated vision.
8	The workload of the Chief Deputy Director (CDD) is unsustainable.	The CDD cannot effectively manage the Executive Team while also running the operations of the Department, so the role needs to be reimagined.	- Task the Chief Deputy Director with oversight responsibility for operations of the Department. - Add a new role (i.e., Chief of Staff) dedicated to managing the Executive Team and collaboration with partnering entities and the community.	- The Chief Deputy Director can most effectively run operations of the Department without the additional responsibility of managing the Executive Team. - It is recommended that a CDD with subject matter expertise in child welfare will best compliment the new Director.
		- The current workload of the CDD and appropriate prioritization of children and families has led to a lack of attention to coordination of the Executive Team and collaboration with partnering entities/ the community. - The Executive Team has had poor information flow, undeveloped meeting design, insufficient decision-making processes, and low accountability. - No role has held responsibility for special projects.	- Add an item for Chief of Staff for DCFS reporting directly to the Director, classified above the Senior Deputy Director. - Charge the Chief of Staff with coordinating the work of the Executive Team, responsible for information flow, meeting design, decision making, and accountability. - Charge the Chief of Staff with collaboration across partnering entities and the community. - Charge the Chief of Staff with executing special projects.	- The Director needs more support than a single Chief Deputy Director can provide. - The addition of a Chief of Staff frees the Chief Deputy Director to focus on running operations, and together these changes free the Director to do what only they can do. - Increasing the functioning of the Executive Team advances the mission of the Department. - The Department would benefit from a leader dedicated to constant interface with the Executive Team to proactively address key issues. - The Executive Team needs a liaison between external stakeholders.

continued

Recommendations, Next 90 Days – *continued*

#	Issue	Analysis	Recommendation	Justification
9	■ The Senior Executive Team is not structured to achieve optimal team performance.	■ The Senior Executive Team has not historically functioned as a team due to interpersonal conflict, unclear team membership, and lack of team purpose. ■ Success for the Department requires a superior Senior Executive Team to lead an organization with a mission this vital and this broad.	a. The Director lay the foundation for a complementary, multi-disciplinary Senior Executive Team including: ■ Chief Deputy Director; ■ Chief of Staff; ■ Senior Deputy Directors; ■ Medical Director, ad hoc. b. The Director increase self-awareness through the use of several professional self-assessments to identify strengths and weakness in order to lead effectively. c. The Director uses the self-assessment results to inform the selection of complementary Senior Executive Team members. d. The Senior Executive Team defines its team purpose. e. The Director gains explicit authority from the BOS to make necessary and strategic changes at the Senior Executive Team level.	■ A multidisciplinary Senior Executive Team increases perspectives and strengthens decisions. ■ A superior Senior Executive Team will model effective teamwork to the entire organizational culture.
10	■ The Executive Team is not acting in concert with one another in equity work for the Department.	■ The Executive Team members possess different levels of knowledge and understanding of Justice, Equity, Diversity, and Inclusion (JEDI) issues. ■ Significant racial tensions exist between members of the Executive Team, derailing team effectiveness. ■ The Executive Team has failed to model and lead Justice, Equity, Diversity, and Inclusion reform. ■ The Executive Team lacks a shared understanding of the history of systemic racism within the field of child welfare and inside LA County and how that history affects certain communities.	a. Continue the Executive Team's internal work on their racial understanding, begun in 2021. b. The Executive Team participate in the Intercultural Development Inventory (IDI) and the Diversity, Equity, Inclusion, and Belonging (DEIB) to evaluate strengths and growth areas in learning about Diversity, Equity, and Inclusion. c. The Executive Team participate in JEDI group training to acquire common language, understandings, and information. d. The Executive Team review the history of systemic racism within the field of child welfare and within Los Angeles County.	■ This work was left unfinished and the Executive Team desires to make this a priority. ■ Continuing to intentionally advance understanding and empathy will help this Executive Team's cohesion and effectiveness. ■ A shared training experience in Justice, Equity, Diversity, and Inclusion is necessary to move the Department's equity work forward. ■ Successful implementation of reform hinges on shared knowledge and understanding of Justice, Equity, Diversity, and Inclusion. ■ In order to reform the system, the leaders and workforce need an understanding and acknowledgment of the history of racism in child welfare and its effects on communities.

continued

Recommendations, Next 90 Days – continued

#	Issue	Analysis	Recommendation	Justification
11	■ A shared vision, strategy, and priorities are needed between the Board of Supervisors and DCFS.	■ DCFS has not had shared expectations, strategies, and priorities with the BOS which has resulted in conflict and mistrust. ■ DCFS has failed to gain the confidence and trust of the BOS.	a. Facilitate a process with the BOS to co-create a clear set of strategic directives and expectations. b. Consistently report progress and evaluation on the agreed upon strategic directives to the BOS.	■ Clear strategy and expectations will help the BOS and DCFS come to shared priorities. ■ Through its reports, DCFS provides evidence to the BOS that it is meeting agreed upon strategic directives. ■ Increased confidence and trust in the Department will result in less management through Board Motions.
12	■ Historically, DCFS' culture has not been intentionally shaped or aligned in a consistent manner by its core leadership.	■ The historical preoccupation with management approaches to the excessive workload has resulted in an organizational culture that emerged as moderately dysfunctional. ■ A lack of intentional shaping of the organizational culture has allowed the culture to drift. ■ Many factors have contributed to the emergence of an overall reactionary culture. ■ Internal subcultures abound, not all of them well-aligned. ■ Misalignment impairs the Department's ability to unify and mobilize its workforce and resources toward common goals.	a. The Executive Team articulates an ideal DCFS organizational culture. b. The Director prioritizes Executive leadership's responsibility for aligning and shaping DCFS culture. c. The Executive Team adopts a long-term plan to shift the culture and integrate it within its regular and special-focus meetings and actions.	■ Shifting and sustaining organizational culture requires intentionality from top-level leaders. ■ A collaboratively articulated ideal culture and plan to achieve it will increase organizational effectiveness. ■ By actively shaping culture, leaders realign the Department's assumptions and behaviors. ■ The current DCFS organizational culture hinders its capacity to fulfill its mission. ■ Previous reports have identified significant misalignments in DCFS' culture (see TurningWest's DCFS Culture

Recommendations, Year One				
#	Issue	Analysis	Recommendation	Justification
13	■ The Mega Bureau's functions are too broad and insufficiently structured.	■ The Mega Bureau includes all functions outside of line operations and could be more strategically structured. ■ There are too few Executive Level roles to effectively manage the variety of Department functions. ■ The new Programs Branch and the Branch of Finance and Administration need to be expanded. ■ The current structure includes three Deputy Directors overseeing all functions outside of line operations (currently including the Bureaus of Contract Services, Finance and Administration, and Administrative Support Services). ■ These bureaus are too broad and do not directly inform decision-making, which leads to an underemphasis on functions currently located on the Division Chief level.	a. Split the Department's functions into three branches: 1. General Administration and Risk Management and Child Welfare ■ Line operations to serve children and families. 2. Programs ■ Programs that also serve children and families and resource front line operations. 3. Finance and Administration (see Issue #14) ■ Administrative operations that support all Department functions. b. Restructure and expand oversight of all functions outside of line operations by creating Bureaus of: ■ Project Management and Information Systems (see Issue #15) ■ Communications (see Issue #18) ■ Policy, Leadership, and Staff Development (see Issue #26) ■ Continuous Quality Improvement (see Issue #27)	This reorganization will: ■ Focus the functions of programs and administrative operations. ■ Improve efficiency and effectiveness of programs and administrative operations. ■ Increase linear information flow in the system. ■ Line operations, legal, finance, and administration currently inform the Department at the Executive Level. ■ Without experts in these areas directly informing the Department's work, decisions are made without multidisciplinary perspectives.

continued

Recommendations, Year One – <i>continued</i>				
#	Issue	Analysis	Recommendation	Justification
14	- Historically, the Department's fiscal expert has not been on the Senior Executive Team and therefore cannot support and challenge decision making or inform strategy for the Department. - Presently, fiscal advice is reported through the Senior Deputy Director with ad hoc involvement of the fiscal expert on the Senior Executive Team and is too far removed from leadership. - It is normal County-wide practice for the fiscal expert to report directly to the Director.	- Historically, the Department's fiscal expert has not been on the Senior Executive Team and therefore cannot directly support and challenge decision making or inform strategy. - Presently, fiscal advice is reported through the Senior Deputy Director which is too far removed from leadership. - It is normal County-wide practice for the fiscal expert to report directly to the Director.	a. Add an item for Senior Deputy Director of Finance and Administration. b. Charge the Senior Deputy of Finance and Administration with overseeing: - Bureau of Project Management and Information Systems (see Issue #15) - Bureau of Finance and Administration - Bureau of Communication (see Issue #16)	- The magnitude of the DCFS budget and the complexity of government allocations require formal training in finance or accounting on the Senior Executive Team. - This role introduces financial perspective into the Senior Executive decision-making process and creates a multi-disciplinary team. - Redistribution of the functions within the Mega Bureau and expansion of the Executive Team require a new branch (see Issue #13).
		Bureau of Project Management and Information Systems		
15	The Mega Bureau's functions are too broad and insufficiently structured.	- Project management throughout the system needs significant improvement to implement, track, and evaluate all Departmental work more effectively. - Under-resourced project management has led to poor reporting to the BOS resulting in a lack of confidence and inconsistent project management across the Department.	a. Create a new bureau to oversee the Program Development Office and Business Information Systems Division. b. The Executive Team provides clear direction and guidance to the Bureau of Information Systems.	- Rapid technological innovation requires elevation of project management and information systems. - The functions of project management and information systems are inter-related and increasing their resources will improve information flow and reporting.

continued

Recommendations, Year One – <i>continued</i>				
#	Issue	Analysis	Recommendation	Justification
Communications Bureau				
16	■ The Mega Bureau's functions are too broad and insufficiently structured.	■ The current, narrow scope of the Public Affairs Office hinders efficacy re: consistent and congruent messaging and branding, resulting in: ■ Lack of internal and external clarity around values, mission, and vision. ■ Barriers to collaboration ■ Unintentional reinforcement of silos ■ Mixed and unclear messaging around priorities, initiatives, and what is expected from whom in relation to them.	a. Elevate the role of Public Affairs to Communications and make it responsible for both external and internal communications. b. Increase the staffing of the Communications Bureau with relevant subject matter experts. c. Add an item for a Branding and Messaging Specialist.	■ An organization of this size and public scope needs a commensurately sized and resourced Communications team. ■ A successful shift toward a Prevention paradigm requires appropriately weighted attention to intentional messaging and branding.
Bureau of Contract Services				
17	■ The Mega Bureau's functions are too broad and insufficiently structured.	■ The Bureau of Contract Services currently oversees several divisions that serve diverse functions but which ought to serve a more singular purpose.	a. Move the Division of: ■ Out of Home Care Management ■ Contract Development under the Bureau of Contract Services with the Supportive Housing Division and Youth Development Services to combine like functions.	■ With Contract Services serving the Department with responsibilities of all contracting and housing support, performance and division coordination will improve.

continued

Recommendations, Year One – <i>continued</i>				
#	Issue	Analysis	Recommendation	Justification
		Bureau of Community Partnership		
18	■ The Mega Bureau's functions are too broad and insufficiently structured.	■ Prevention efforts require a system-wide approach to child and family well-being, starting with a prioritization of community partnerships. ■ Partnering agencies identified that DCFS has yet to realize its potential for public-private partnership with the Center of Strategic Partnerships, a joint venture with private philanthropy.	a. Create a Bureau of Community Programs with the Division of Community Based Support and create: ■ Division of Community Based Organization Capacity Building ■ Division of Faith-based Community Partnerships b. Charge this bureau with responsibility for collaboration with external partners. c. Identify and publicize staff liaisons from the Department. d. Partner with the Center of Strategic Partnerships.	■ Prevention requires agency and community partners. ■ Include private philanthropy to help provide solutions to issues facing DCFS.
19	■ The Bureau of Clinical Resources and Services needs an effective administrator, rather than a physician, to oversee its functions.	■ The Medical Director's skills are not leveraged when responsible for administration. ■ The divisions of High Risk Services and Health Management Services have suffered from lack of administrative support from a Deputy Director.	a. Add a Deputy Director for Bureau of Clinical Resources and Services with the Medical Director as an Advisor. b. Remove the divisions of High Risk Services and Health Management Services from the direct oversight of the Medical Director. c. Move this unit under the oversight of the Senior Deputy Director of Child Welfare.	■ The divisions within the Bureau of Clinical Resources and Services require an administrator as in all other bureaus. ■ The Medical Director cannot effectively function as both a subject matter expert and an administrator. ■ These divisions directly relate to the branch of Child Welfare.

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Recommendations, Year One – *continued*

#	Issue	Analysis	Recommendation	Justification
20	■ The Department's culture varies across units, and requires purposeful, sustained attention to intentionally shape a congruent, cohesive organizational culture.	■ The current culture has been shaped more by reaction-to-crises than data and intention, therefore decisions, policies, and practices are not aligned across the Department. ■ A myriad of subcultures permeates the Department. ■ Unidentified and unstated basic assumptions at top leadership levels hinder collaboration and at times prevent teams from achieving goals. ■ Differing basic assumptions about fundamental issues cause miscommunication, misalignment, and mistrust.	a. Charge and equip the Chief of Staff to act as the Director's point-person in the defining, articulating, and anchoring of DCFS culture. b. Obtain expert guidance in realigning the organizational culture to the desired ideal.	■ An intentional, sustained, aligned culture increases morale, efficiency, efficacy, courage, collaboration, momentum, and organizational health. ■ Organizations experience the culture they create or allow. ■ The creating of organizational culture has been left to those "pockets" in the Department that choose to act on it. ■ Not all those created or allowed subcultures are fully aligned. ■ Misalignment creates significant inefficiencies and undermines effective communication, collaboration, and process improvements. ■ Pockets of successful culture-shaping become isolated and their influence on the overall culture is limited or nonexistent.
21	■ The move to a hybrid workforce requires the implementation of a project management system in order to maintain productivity Department-wide.	■ Work from home programs require online tools to assign and track team member work contributions. ■ Online team collaboration software applications improve the ability of managers to track and monitor individual and team performance.	a. Implement a team collaboration software Department wide, learning from the current pilot initiative. b. Integrate standards for use of project management system into performance evaluation expectations for each staff member.	■ An online project management system will improve management oversight of a hybrid workforce. ■ The elimination of physical space will only save money if staff performance standards are maintained through use of a project management system.

continued

Recommendations, Year One – *continued*

#	Issue	Analysis	Recommendation	Justification
22	■ The measurement systems of DCFS are scattered and would benefit from being collected into a unified system.	■ Mandated measurements lacking a coordinated, strategic design inadvertently drive divergent and competing cultural forces. ■ Data is not purposefully measured, monitored, and managed because it is decentralized, causing gaps and overlaps. ■ Business Information Systems (BIS) expressed a need for strategic directives from the Executive Team, while still granting the division authority to make decisions on monitoring and measuring data.	a. Empower a cross-disciplinary Task Force to research, design, and integrate an overhauled metrics management system that intentionally aligns with the desired organizational culture. b. Ensure the DCFS measurement systems are fully aligned with CFSR and FFPSA outcomes. c. Integrate the measurement system with ODIS reporting to instantly report progress to internal or external stakeholders and the BOS.	■ To effectively update and integrate a system this complex requires involvement across the system. ■ A congruent data-management system will help leadership align efforts with outcomes and mitigate necessary outputs. ■ Measurement systems give staff evidence of what is most important and drives organizational culture. ■ After the implementation of an organization wide definition of success (see recommendation #1), the previous measurement systems throughout DCFS must be adjusted to fit the new criteria.
23	■ There is no formal process for succession planning within the leadership levels of DCFS.	■ There appears to be a lack of desire for promotion from the RA/DC level to the Executive level. ■ Greater autonomy at the RA/DC level and the perception of unreasonable work-life balance and political environment at the executive level decrease the motivation to advance. ■ Since there is little motivation to promote, the current informal succession planning is limited in the DCFS system.	a. Create a formal process for succession management at the Regional Administrator and Division Chief level.	■ Formal succession management can ensure that Executives have prepared leaders to take over following their eventual departure. ■ In addition, this process will increase understanding of the expectations at the next level and therefore motivate managers to promote.

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Recommendations, Year One – *continued*

#	Issue	Analysis	Recommendation	Justification
24	Historically, the DCFS Executive Team has performed as a work group rather than a team, limiting its performance.	- The Executive Team has lacked a clear purpose, congruent mindset, and defined outcomes for its performance as a true team, therefore its individual members tend to participate according to their own agendas and/or perceptions of team purpose. - Executive Team members tend to act as representatives of their Bureaus/areas more than as advocates for the overall mission and Department priorities. - Key functions of the Department are inadequately represented on the team and in its deliberations.	- Explicitly state a clear purpose for the Executive Team. - Equip the team with the methods, tools, and skills needed to function as a high-performing team. - Hold Executive Team retreats and team development interventions in order to improve team-building. - Identify the skills needed to fulfill the team's purpose and determine which may require ad-hoc "advisory members."	- Historically, the Executive Team appears to hinder Departmental efforts more than it maximizes them. - Clear, consistent modeling of effective team functioning is essential to the workings of the Department and the performance of lower-level teams and work groups. - Peer-to-peer accountability is lacking due to the absence of true teaming factors and practices. This results in uneven workloads, eroded trust, resentment, and other dysfunctional behaviors and adaptations.
25	In the past, Executive Team meetings have been ineffective without skilled facilitation, meeting design, or engagement.	- Meetings become perceived as interruptions rather than enhancements of the work and participants are often disengaged - Trust is eroded in the competency of those planning and leading meetings. - Stakeholders have become resigned to mediocre performance and lower their expectations of the Department.	- Establish standards for meeting purpose and design. - Provide comprehensive training and mentoring for all who plan and facilitate meetings. - Set participation standards and norms for expected levels of engagement and that discourage unrelated multi-tasking. - Faithfully evaluate the effectiveness of all meetings with the goal of continuous improvement.	- Meetings are essential to shaping culture and managing efficient workflow of individuals and teams. - Purposefully designed, well-facilitated meetings increase efficacy, trust, morale, and achievement of desired outcomes. - Excellence in meetings increases engagement and reduces the number of meetings required.

Recommendations, Year Five				
#	Issue	Analysis	Recommendation	Justification
26	■ The Mega Bureau's functions are too broad and insufficiently structured.	Bureau of Policy, Leadership, and Staff Development		
		■ The current Policy, Leadership, and Staff Development Division (PLSD) lacks resources to expand training to include leadership development. ■ DCFS partnering agencies perceive a need for elevation and increased focus on the integration of public and internal policy. ■ There appears to be an appropriate focus and increased compliance in the Training Division of the PLSD, but the Department would benefit from additional resources for integrating leadership training and development above the CSW and SCSW level. ■ In the last 5 years, very few trainings have been offered for all staff with a focus on leadership and organization development.	a. Create a Bureau of Policy, Leadership, and Staff development now overseeing the Divisions of: b. Create a Policy Division ■ Charge with managing and integrating policy c. Create a Leadership Development Division ■ Charge with leadership training and development for all staff including upper management. d. Create a Training Division ■ Charge with all training and maintaining compliance.	■ The role of Policy needs to be elevated to an executive level function in order to fully integrate with all relevant decision-making processes. ■ Creating a Division of leadership development will increase the transfer of learning to DCFS practice and culture and improve the Department's leadership at all levels. ■ The Training Section is effectively training line staff, but the Department requires internal staff development beyond what is current provided for CSWs.
27		Bureau of Continuous Quality Improvement		
		■ The division of Continuous Quality Improvement needs to be elevated in order to effectively define, measure, and improve the child welfare outcomes of the Department.	a. Elevate CQI to inform the work of the Department and ensure the ongoing improvement in practice more directly. b. Move the Process Management Office and Division of Operational Support Services to coordinate with the Division of Continuous Quality Improvement.	■ This reorganization aligns all functions that work to ensure continuous improvement of child welfare practice.

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Recommendations, Year Five – *continued*

#	Issue	Analysis	Recommendation	Justification
28	Successful prevention outlined by FFPSA requires a favorable political and social climate.	- The Collaboration Factors Inventory results suggest that this collaborative group works in a favorable political and social climate, are perceived as leaders in the community, and have a history of collaboration. - DCFS has the opportunity to take advantage of the movement towards child and family well-being and prevention focus across government services.	a. Build relationships with political leaders at the county, state, and federal level to ensure that prevention stays a priority.	Transformative change relies on investment from community and political leaders.
29	Countywide partners rely on DCFS' leadership to define collaboration and identify clear members of the collaborative.	- The Collaboration Factors Inventory results suggest that members compromise and have mutual respect, understanding and trust. - It appears that DCFS has various levels of collaboration with partnering agencies and needs to reassess appropriate cross section of members.	a. Establish a structured collaborative group including representatives from each segment of the system and community. b. Hold regular meetings of such a collaborative and rotate leadership to foster inclusivity and diverse perspectives. c. Reinitialize the Office of Strategic Partnerships in order to capitalize on public-private partnerships. d. Seek the involvement of the local philanthropic community as partners in this collaborative.	- Meetings are essential to shaping culture and managing efficient workflow of individuals and teams. - Purposefully designed, well-facilitated meetings increase efficacy, trust, morale, and achievement of desired outcomes. - Excellence in meetings increases engagement and reduces the number of meetings required.

continued

Recommendations, Year Five – *continued*

#	Issue	Analysis	Recommendation	Justification
30	Countywide partners suggest the process and structure for effective system-wide collaboration are inadequate.	- The Collaboration Factors Inventory results suggest that the collaboration is flexible and adaptable, but needs clear roles and policy guidelines, regular evaluation, appropriate pace of development along with multiple layers of participation. - There is no shared understanding of the roles and responsibilities of each agency contributing to child and family well-being in LA County. - Meetings with partners have been described as scripted report presentations, without time for collaborative dialogue thereby making them ineffective and a waste of time.	a. Establish clear roles and policy guidelines, and structure for meetings. b. Create a shared leadership structure for such a collaborative. c. Define concrete goals and evaluate performance. d. Involve participation at various levels of partnering agencies.	- No one organization can accomplish the impact this group seeks to accomplish. - Delineating clear process and structure for collaboration will ensure goals are defined and outcomes are measured.
31	Countywide partners recognize that collaboration requires consistent and efficient communication across partners.	- While partners hold informal relationships and communication links, collaboration is unstructured and requires increased frequency. - Communication across Countywide partners is inconsistent across agencies with some Departments as excellent while other agencies such as Commissions and private philanthropy exhibiting poor communication.	a. Establish liaisons at DCFS for specific partner collaboration. b. Publish to all County agencies clear instructions for contacting the appropriate liaisons within DCFS. c. Include private philanthropy in communications surrounding efforts to deliver excellent child welfare services.	- The County-wide system that addresses child and family welfare and well-being issues needs a “point-person” entity for making connections and establishing avenues of collaboration. - Private philanthropy is effectively shut out of the communication loop unless something is wanted from them.

continued

Recommendations, Year Five – *continued*

#	Issue	Analysis	Recommendation	Justification
32	Countywide partners have yet to identify a clear purpose and vision for collaboration.	- DCFS' mission requires collaboration across the County. - The Collaboration Factors Inventory results suggest that partners recognize the collaboration's unique purpose but need a shared vision. In addition, concrete, attainable goals, and objectives have yet to be set.	- Craft a purpose and shared vision for this collaboration through a process that seeks input from all Countywide partners. - Solicit strong buy-in from all Countywide partners as offering the best potential to solve the complex issues faced within child welfare.	- A purpose and vision for this collaboration will inspire, motivate, and improve progress. - A succinct, shared purpose and vision will allow for increased communication within and without the Collaborative.
33	Countywide partners identify a need for human and financial input to develop and sustain effective collaboration.	- The Collaboration Factors Inventory results suggest that the collaboration has skilled leadership, but requires stakeholder engagement and sufficient funds, staff, materials, and time to be successful. - There are untapped resources of potential partners contributing to meeting the needs of child welfare.	- DCFS assess their readiness for collaboration. - Engage stakeholders in collaboration efforts, utilizing the International Association for Public Participation (IAP2) Spectrum of Public Participation to define the public's role. - The Collaborative identifies specific resources needed to accomplish mutually agreed upon goals.	- Strategic assessment of resources and identification of needs will set the collaboration up for success. - Engagement of stakeholders will ensure the collaboration's work is directly informed by the community.
34	DCFS overly relies on hierarchical structures and thereby fails to develop the power of multidisciplinary teams.	- The well-intentioned hierarchical compensation system hinders functional and cross-disciplinary collaboration. - Vertical and horizontal silos limit perspectives and depress performance while proliferating a multitude of dysfunctions. - The constant deference to hierarchy tends to dismiss the input of others from "lesser" ranks. - Child welfare experts are valued above other disciplines.	- Leaders and managers need to stop all references to rank and title. - Leaders and managers seek to build appropriate multidisciplinary teams that possess true psychological safety regardless of rank or title. - Reinforce the notion that the true DCFS-way requires cross-disciplinary collaboration that leverages talent, skill, and drive. - Integrate and reinforce the use of multi-disciplinary teams and varied perspectives at every training, transfer, promotion, meeting, etc.	- The challenges faced by DCFS require the confluence of many disciplines and perspectives. - Balancing the expertise of other disciplines with those of child welfare will produce stronger decisions and greater impact. - This is a part of the DCFS culture that has been "allowed" to proliferate. It will take long-term, intentional effort to re-create this aspect of the culture. - Fixing it will increase the effectiveness of inter-agency collaboration and connections with external partners.

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Recommendations, Year Five – *continued*

#	Issue	Analysis	Recommendation	Justification
35	■ There is too little inflow of new executive and management talent.	■ The majority of DCFS executives in the past have started as line staff and then advanced. ■ There is a pervasive unspoken belief that the most effective DCFS executives come from within the DCFS ranks. ■ Restricting the executive ranks solely to DCFS insiders limits the inflow of fresh ideas and narrows perspective and expertise.	a. Challenge statements and beliefs that only promoted executives and managers are suitable for the leadership of DCFS. b. Evaluate executive selection criteria for efficacy. c. Recruit and support talented executives coming from outside the Department. d. Seek to balance promoting from within with recruiting from without, based on merit.	■ The pervasive belief that all executives need to “come up the ranks” creates a closed culture immune to change and reform. ■ The number of internally promoted executives warrants a reassessment of selection processes.
36	■ The fear of punishment inhibits appropriate level decision making.	■ Fear may result in failure to act in critical situations thereby exacerbating negative outcomes. ■ Child fatalities and tragedies reinforce this fear of punishment for decisions made thereby increasing the cycle of fear. ■ Because staff fear negative consequences, they fail to make decisions appropriate for their level and, instead, pass them up to their superiors. ■ The chain of command becomes bogged down at the top when all decisions are passed on to superiors.	a. Establish a consistent practice of holding “Retrospective Review” sessions to create a culture of organizational learning after poor case outcomes. b. Establish clear boundaries for staff to understand where punishment will and will not be applied. c. Create a reward-system that praises an appropriate level of risk-taking aimed at innovation and continuous improvement.	■ It is impossible to prevent all child fatalities and negative outcomes. ■ A reinforcing cycle of fear within the DCFS culture is likely to result in more, not less, negative outcomes and child fatalities. ■ Fear of negative outcomes becomes contagious and is thus transferred into fear to make decisions that are not case related resulting in a stifled bureaucracy.

Introduction

Commission from the Board of Supervisors

On January 25th, 2022, the Los Angeles County Board of Supervisors (BOS) introduced Motion 165785 entitled “ASSESSING THE DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS).” This resolution, authored by Supervisors Kathryn Barger and Janice Hahn, was moved, amended, and then passed. The Los Angeles County Chief Executive Office (CEO) was then charged with implementing this mandate from the County Supervisors.

When representatives of the CEO’s office contacted DCFS leaders, they were informed of consulting groups who had established deep knowledge of the Department over recent years. TurningWest, an international Organization Development and Leadership consulting firm based in the greater Los Angeles area, is one of those firms. In December 2019, TurningWest was first engaged to work with the DCFS Executive Team on leadership and team development. In April 2021, the firm was engaged to also coach the Regional Administrators and Division Chiefs, to diagnose the organizational culture of the Department, to prescribe a reimagined approach to leadership development, and to work with the Director on a plan to reorganize the entire 9,000-person workforce. Given this extensive familiarity with the Department, TurningWest was chosen as one of two firms to fulfill this Board Motion of January 25th, 2022 and charged with analyzing the management structure and practices extant within the Department.

Prior to the launch of this present Management Analysis, the Board of Supervisors hired Mr. Brandon Nichols, to be the next permanent Director of the Department. It should be continuously kept in mind that this present set of recommendations describes the conditions that Director Nichols inherited and in no way reflects criticism of his leadership or decisions of these early weeks of his new administration. Throughout this analysis we will attempt to remind the reader of this so that these recommendations are not seen as critical of Director Nichols.

Introduction

On July 18, 2022, TurningWest was charged with conducting an analysis of the DCFS management structure, to be completed within 90 calendar days. This present section of the report accomplishes the deliverable titled “1.4 Management Recommendations for First 90 Days” offering the LAC CEO’s office and DCFS Director recommendations for the new Director as that person transitions into the role. On June 14, 2022 Acting Director Brandon Nichols was appointed as the permanent Director of the Department.

What follows are thirty-six (36) recommendations for the Director based on extant knowledge of management, leadership, and organization development catered to this particular Department and its organizational culture.

Data Collection

Data collection for this analysis included thorough review of the following reports of prior analyses and recommendations:

- 2010 Dept of Children and Family Services Review, by the Chief Executive Office
- 2012 Strategic Plan Proposed Reorganization, proposed by Philip Browning
- 2014 The Road to Safety for Our Children, by the LAC Blue Ribbon Commission on Child Protection
- 2019 CA State Audit by the Auditor of the State of California
- 2021 Strategic Grouping Report, TurningWest
- 2021 Culture Report, TurningWest
- 2021 Leadership Development Recommendations, TurningWest
- 2021 Discovery and Business Case Report, TurningWest

In addition, current organizational charts were gathered and analyzed from the following child welfare agencies:

- Los Angeles County Department of Children and Family Services
- Child Welfare Services, County of San Diego Health & Human Services Agency
- Child Welfare, Denver Department of Human Services
- Division of Child Welfare, Colorado Department of Human Services
- Department of Children and Families, New Jersey
- NYC Administration for Children's Services

Analysis of how DCFS currently operates within its existing structure of Bureaus, Offices, Divisions, etc. at DCFS were accomplished through:

- Interviews and conversations with DCFS leaders
- Review of DCFS' most recent organization charts
- Access to DCFS internal "LA Kids" website

Listening Sessions

Following this initial review, eight (8) listening sessions were held between September 1, 2022 through September 26, 2022 with DCFS partners in order to solicit their input on the management structure and practices of DCFS. The agency collaboration included Child Support Services Department, Department of Mental Health, Department of Public Social Services, County of Los Angeles Probation Office, Office of Child Protection, Commission for Children and Families, Youth Commission, and the Prevention Services Task Force.

Collaboration Factors Inventory

To evaluate the current state of relationships with Countywide partners, representatives from select county agencies completed the Wilder Collaboration Factors Inventory.¹ The Wilder Collaboration Factors Inventory reflects a meta-analysis literature review of research on successful organizational collaborations. The following agencies participated in this inventory analysis: Commission for Children and Families, Child Support Services Department, Department of Mental Health, Department of Public Social Services, Office of Child Protection, County of Los Angeles Probation Department, and Prevention Services Task Force.

This survey assesses twenty-two (22) factors of inter-organizational collaboration. The Wilder Collaboration Factors Inventory section groups successful collaboration between organizations into six broad categories. Issues numbered twenty-eight (28) through thirty-two (32) address the data reported by Inventory participants from the above agencies. Our subsequent recommendations based on this data inform our suggestions on how to increase and improve crucial collaboration between County departments and agencies to fulfill the complex mission of ensuring child safety and well-being.



¹P Mattessich, M Murray-Close, and B Monsey, “Wilder Collaboration Factors Inventory,” St. Paul, MN: Wilder Research 3rd edition (2018).

Recommendations For Next 90 Days

Intentionality at the beginning of any organizational effort is critical. First impressions set expectations for culture, work processes, and interpersonal dynamics. Failure at this early stage can cripple or shorten a leader's tenure. Michael D. Watkins, best-selling author of *The First 90 Days*, asserts that "when leaders derail, their problems can almost always be traced to vicious cycles that developed in the first few months on the job."² Like newly poured concrete, a leader has limited time to shape what is most important before conclusions about their leadership become permanently set.

Recognizing this and while acknowledging the reality that Director Nichols has, at the delivery of this report, been in the role for five (5) months, the recommendations to follow offer a guide to the new Director towards effective leadership from the start of his tenure. Once again it must be remembered that this present report was drafted as though the Director were still to arrive in the future. These recommendations are, therefore, not intended as being critical of Director Nichols.

The hope of this first section of management recommendations is that the new Director will launch his tenure in this office with spectacular success leading to a long and fruitful run leading this critical LA County department. With this report in hand, we hope that Director Nichols will be empowered to make well-informed management decisions that will chart his course for the duration of his tenure.

■ Performance Management

- Success
- Director Turnover
- Director Well-being
- Values
- Accountability
- Outcomes Driven Implementation Structure (ODIS)

■ Leadership

- Vision
- Chief Deputy Director and Chief of Staff
- Senior Executive Team Structure
- Race and Equity

■ Partners

- Board of Supervisors

■ Organization Culture

- Focus on Organization Culture



²Michael D. Watkins, *The First 90 Days: Proven Strategies for Getting up to Speed Faster and Smarter*, Updated and expanded edition ed. (Boston, Massachusetts: Harvard Business Review Press, 2013).

Performance Management

Performance management presents one of the most important aspects of organizational effectiveness. The eyes and ears of LA County residents and their advocates are on the performance and outcomes of DCFS, as they are responsible for the welfare and well-being of children and families. The Department would benefit from a focus on the following areas: defining success, addressing Director turnover and well-being, managing by organizational core values, practicing accountability, and operationalizing the Outcomes Driven Implementation Structure (ODIS).

Success

#	Issue	Analysis	Recommendation	Justification
1	The Department has operated without a singular, objective standard definition of success.	- While DCFS has many success stories, a singular definition is needed to better evaluate Department-wide success. - It appears that DCFS does not use the federal definition of success for child and family welfare and well-being (Child and Family Services Review (CFSR)). - The BOS is in need of objective evaluative criteria for Departmental and Director performance.	- The Director, together with the BOS, set measures of success according to the Child and Family Services Review (CFSR) standards. - Operationalize this standardized definition of success as an essential tool to guide and lead the Department. - Enlist support and alignment for this federal definition across all County entities and public-private partnerships charged with child and family well-being. - Guide a process to determine roles and responsibilities for each part of the system.	- Clarifying expectations, establishing effective working relationships, and setting measures of success will prevent ineffective evaluation and reporting of progress and success. - Specific, objective reporting of progress against agreed upon standards will increase communication and trust with the BOS and the public. - This recommendation aligns with the Collective Impact Model and with the Wilder Collaboration Factors Inventory for systemic achievement of results. - The federal prioritization of prevention through FFPSA demands a re-evaluation of success in child welfare which requires a proactive and collaborative system.

Organizations of any size and scope must define for its stakeholders what success looks like. Without a commonly held definition of success, stakeholders fill gaps with their own mental pictures of what that definition ought to be. Over time, this subjectivity and lack of congruency leads to a many different opinions on directions that the Department should be headed in. The Department, its leadership, and its stakeholders need an external, objective definition to which it can hold itself, and through which it can ask its stakeholders to view its outcomes. This will not fully eliminate differing perspectives and expectations, but it will provide a set of common-ground principles and practices on which to stand while offering shared outcomes to collaboratively pursue.

Director Turnover

#	Issue	Analysis	Recommendation	Justification
2	Short tenure for DCFS Directors has inhibited realignment of the Department's culture.	- The turnover rate for DCFS Directors is high. - The short tenures have limited many Directors' abilities to master the role and its responsibilities. - This results in lack of un-anchored alignment of values, priorities, and systems throughout the organization. - The workforce has learned to believe they do not have to invest in the Director's reforms and that they can just "wait the Director out."	a. BOS encourage increased tenure for the Director by giving the Director at least 5 years, to establish reforms and shift the organizational culture. b. BOS provide clear and consistent feedback to the Director in order to more effectively manage performance and decrease turnover.	- Change management theory indicates it takes 5-10 years to anchor intentional shifts within an organizational culture. - Lasting organizational reform requires a consistent Director. - The shift to prevention will require a longer termed Director to effect change. - The reasons for high turnover in the Director role have not been fully addressed.

Once success is defined, the core responsibilities of the top leader, in this case the Director, are to define the current reality, articulate a clear mental picture of a preferred future reality, and then arrange and align the resources that enable everyone to effectively get from here to there. To accomplish that set of tasks within DCFS' internal complexities and under an overwhelming set of external expectations requires steadfast consistency of leadership focus and effort.

To sustain that consistency of focus and effort in an organization of this size and complexity, the Director must be in this role for a length of time to be able to accomplish the goals and objectives that will lead to this preferred future reality. Both anecdotal and academic research emphasize that steadfast leadership over a span of ten or more years is essential for keeping an organization focused on a consistent and congruent set of principles and practices that will eventually bring it to a breakthrough level of greatness within its industry.³

The historically rapid and frequent turnover of DCFS directors has prevented the Department from sustaining a consistent, congruent exercise of core principles and practices that allow it to adapt while remaining on track toward an objective definition of success. More importantly, the inordinately frequent turnover has prevented lasting reform of the culture and practices within the Department.



³James C. Collins, *Good to Great: Why Some Companies Make the Leap—and Others Don't*, 1st ed. (New York, NY: HarperBusiness, 2001).

Director Well-Being

#	Issue	Analysis	Recommendation	Justification
3	■ The workload of the Director's role is unsustainable.	■ The demands of the Director role contribute to potential disruptions in physical and mental well-being. ■ Without good health, no Director can perform the role's necessary duties. ■ Past observations suggest that these disruptions have compromised Directors' performance, negatively influencing their ability to lead, make clear decisions, and hold tenure in the organization. ■ This workload has encouraged an unhealthy pattern of workaholism in the past, and the workforce has followed, thereby exacerbating this problem.	a. The Director create a personalized plan for sustainable well-being in order to mitigate potential disruptions. b. The Director delegate work strategically to Executives. c. The Director cultivate a support system of trustworthy people who understand the role's demands. d. The Director engage with an Executive Coach to regularly sort out priorities, evaluate new ideas, and maintain clear personal and professional boundaries. e. The Director and his support system understand and leverage the influence of his behaviors on the entire Department.	■ If the Director "Models the Way" by prioritizing health, this will promote work-life balance for the entire DCFS workforce, especially for the Executive Team, and align the Department with its promotion of well-being for children and families.

For an individual to successfully maintain the long-term focus and effort mentioned in the above paragraphs on Director Turnover, he or she must prioritize their personal well-being in a holistic manner. The historic demands of the Director role, combined with factors addressed in other recommendations within this report, have created unrealistic expectations which effectively lead to Director burnout and resignation. For a Director to effectively implement and sustain those other recommendations, he/she must proactively and consistently practice purposeful self-care.

This is not new information; an abundance of institutional research and individual experiences support this reality. What would be new for DCFS is an institutionalized set of expectations and accountability around Director self-care. This will require an adjustment of expectations at all levels when it comes to the scope and pace of what an individual can accomplish within a given timeframe. Many past Directors have burned-out or otherwise left the Department before implementing sustainable realignments of organizational priorities, structure, resources, and empowering the workforce from top to bottom. Everything and everyone require maintenance in order to preserve operational capacity, and further increase output.

Values

#	Issue	Analysis	Recommendation	Justification
4	The stated Values of DCFS have not been aligned nor consistently used to lead and manage the Department in the past.	- Misalignment to values causes variations in organizational sub-cultures thereby increasing social friction. - Without articulated and aligned values, individuals act according to their best guesses, often along paths of familiarity or of least resistance. - Conflicts arising over competing values undermine momentum to set common priorities and strategic direction.	a. The Senior Executive Team clarify, own, and model DCFS' core values and supporting statements. b. Intentionally leverage the core values to influence all messaging, onboarding, training, accountability practices, etc. c. Ensure core values inform Department decisions and actions.	- A clear value system increases organizational alignment and cohesion, improves individual motivation, and mobilizes teams. - Clear values focus dialogue and decisions on what is most important about what work gets done and how people work together. - Leading through clearly articulated values strengthens alignment with like-minded Partnerships.

The DCFS Values are currently stated as the following:

- **Cultural Sensitivity:** We acknowledge, respect, value and understand the importance of cultural diversity in all aspects of child welfare practice.
- **Leadership:** We engage, motivate, and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Accountability:** We accept responsibility for our actions, behavior and results.
- **Integrity:** We are honest, forthcoming, and transparent, always acting in accordance with the highest ethical standards and values.
- **Responsiveness:** We take needed action in a timely manner.

These core values of DCFS have been identified and named but are not consistently used in the management of the Department. When well-integrated, a clarified value system connects a network of over 9,000 individuals who work according to the values that the Department prizes as most important, thus informing what work gets done and how that work is executed.

Unless DCFS values are clearly articulated and integrated from the top down, pockets of misaligned value systems will develop. This will create those inevitable tensions that arise when people act according to what they believe is correct while disregarding, albeit unintentionally, the values of the Department. This is the current reality of DCFS: significant degrees of shared values are undermined by an ill-tended amount of unaddressed and unaligned conflicting values of individuals.

Accountability

#	Issue	Analysis	Recommendation	Justification
5	■ In the past, effective accountability has not been observed on the Executive Team.	■ Over time, unclear and unenforced performance and behavioral expectations undermine effective teamwork and performance. ■ Uncertainty about mutual accountability has eroded trust and hindered collaboration and coordination across departmental leaders and units. ■ High performing team members tend to carry the weight of under-performers, which negatively impacts individual and team motivation.	a. The Senior Executive Team articulate a set of behavioral norms as foundational for accountability and hold the Executive Team accountable to them. b. Clarify the authority levels and boundaries of Executive Teams members. c. Train Executive Team members in the practice of peer-to-peer accountability. d. The Senior Executive Team establish consequences for unacceptable performance and consistently enforce them.	■ Leaders get what they create or allow. ■ Team dysfunction has resulted from the inability to hold Executives accountable for behavior and performance. ■ Poor performance has been tolerated when leaders have not exercised their authority to hold people accountable. ■ Behaviors permitted at the top make their way through the culture as acceptable behaviors within the workforce. ■ The Executive Team “Model the Way” for the Department in the appropriate use of authority to practice accountability.

Internally, the performance of the Director (and thus the Department) is significantly influenced by the performance of top-level leadership teams. If the Executive Team operates as a high-functioning team, the Director is free to focus on what only the Director can do. If not, then the Director becomes distracted and preoccupied with matters the Executive Team ought to address. Teamwork with mutual accountability is one of those matters. The Executive Team has notable room to grow in its performance as a team.

Arriving at a culture of healthy, mutual accountability is a dynamic process. It requires intentionality and dedicated time on agendas and between meetings. It requires clear team purpose with cogent design and purpose for each team and the relationships between the team and other organizational units. It requires the establishment of behavioral norms and clear levels of authority. It requires the Director modeling practices of healthy accountability. It requires the overarching systems and organizational culture to support the Director and team members through best practices of teamwork and accountability.

When practiced with consistency and respect, mutual accountability within top-level teams will mitigate anxiety within the DCFS system as a whole and allow team members to focus on their team’s purposes rather than the performance gaps and negative dynamics that develop as a result. When the Executive Team functions at a higher level, the Director functions at a higher level, and thus, the entire Department benefits.

Outcomes Driven Implementation Structure (ODIS)

#	Issue	Analysis	Recommendation	Justification
6	■ The Outcomes Driven Implementation Structure (ODIS) governance model has not been utilized for its designed purpose.	■ ODIS offers an excellent structure for processing requests and management of all initiatives, pilots, and projects imposed upon the Department. ■ ODIS ensures alignment with the Department's strategic plan, the Statewide Improvement Plan (SIP), the Core Practice Model (CPM), and Implicit Bias Cultural Competence (IBCC). ■ The system is overloaded with mandates that distract from the main mission, and ODIS can assess the Department's capacity.	a. Prioritize the use of ODIS to ensure <u>all</u> initiatives, pilots, and projects are congruently aligned, assigned, implemented, tracked, and objectively reported on. b. Utilize ODIS as an initiative-processing system that includes the impact of Board motions. c. Regularly emphasize and report on the purpose and efficacy of ODIS, in part to deepen the Executive Team's and BOS' understanding and ownership of its value.	■ Without ODIS, the Executive Team cannot effectively identify and manage capacity, implementation, and performance of special projects in addition to their normal workload. ■ Utilizing ODIS results in more equitable distribution of workloads. ■ ODIS aligns priorities to core values and to the definition of success. ■ ODIS ensures more effective and strategic resource allocation. ■ ODIS monitors initiatives so results are more objectively communicated to BOS.

DCFS is subject to myriad external mandates. It also generates its own initiatives, pilot programs, and projects. Many are the result of actual and perceived gaps when it comes to effectively meeting the needs of its constituents while remaining in compliance of State and Federal requirements and funding-source requirements while others are the result of a lack of confidence by County leaders. The sheer number of these initiatives, pilots, and projects threatens to overwhelm, and thereby dilute, the day-to-day mission of the organization. Presently, DCFS has far too many such mandates and initiatives on its plate. ODIS has the potential to solve this.

The Outcomes Driven Implementations Structure (ODIS) was designed to expedite the processes of weighing the relative value of mandates, initiatives, and programs against identified gaps, overlaps, redundancies, etc. It is a well-conceived and immensely practical governance protocol. Ironically, the workload it was intended to provide structure and process for is one of the reasons why it remains underutilized. ODIS has never been fully executed consistently or long enough to fully demonstrate its value to the point that it is experienced as invaluable. It is recommended that this structure be used to its full potential and for 100% of incoming mandates, pilots, and initiatives regardless of their source. ODIS should be used as an effective portfolio project management system that provides a global view of all the work of the Department. ODIS should be used to prioritize all DCFS projects. It should even have the power to recommend denying incoming initiatives that are low priority or that detract from the fundamental mission of the organization.

Leadership

The section to follow includes leadership recommendations including the Department's Vision, the decisions surrounding the Chief Deputy Director and Chief of Staff, Senior Executive Team structure, and prioritization of Race and Equity.

Vision

#	Issue	Analysis	Recommendation	Justification
7	There is no publicly stated and operationalized vision for the Department's efforts to reform.	- The Department juggles competing strategies, in part, because it has not published a vision statement. - A shift towards prevention and child and family well-being requires a new vision. - Without a published and shared vision, confusion and conflict will impact the workforce.	a. The Director hold an Executive Team retreat to set new vision for the Department captured in a short, compelling statement. b. The Executive Team tie reform initiatives to this compelling vision. c. The Executive Team incorporate the vision in every decision and action. d. The Executive Team communicate the vision incessantly.	- A new compelling vision published to the public will motivate the workforce and mobilize the collaboration of external stakeholders. - Strategy, programming, and prevention efforts are more effective when aligned to a clearly articulated vision.

An organization's vision delineates what today's current difference-making will look like in the future. A strong vision statement paints a clear, mental picture of the ideal future which inspires and motivates people to pursue its achievement. No clear vision statement for DCFS appears online or in any documentation. Countywide partners emphasized the need for articulation of a strong vision from the new Director. After thorough research of internal DCFS documents, resources, and personal accounts from staff, TurningWest believes that the past statement from years ago that most closely resembles a current vision statement is the following:

"Children thrive in safe families and supportive communities."

While it is not the official statement, it appears to be the closest statement to the operant vision of the organization. Here lies an opportunity for the Director to establish a compelling new vision for the organization, as this need has been identified in past reports.⁴ Such a vision has the potential to rally staff around a common picture of a future where children are safe and living in supportive and loving environments. Visionary leadership is clearly a central charge from the County to the new Director and this process should begin early in his/her tenure. It is recommended that the Department consider the transformational vision statement and guiding principles like that of the Oregon Department of Human Services⁵ as they lead the Department through change.



⁴Goodwin, Steven, M. Cullum, J. Rude, M. Sands, K. Cheung, K. McGowan, K. Vasquez, (2022). *Culture Identification and Articulation, Los Angeles County Department of Children and Family Services (DCFS) – Final Report*. Chino Hills, CA: TurningWest, Inc., 12.

⁵Oregon Department of Human Services, Child Welfare Division. 2020. *Vision for Transformation*. Oregon Department of Human Services, Child Welfare Division. <https://sharedsystems.dhsoha.state.or.us/DHSForms/Served/de2445.pdf>.

Chief Deputy Director and Chief of Staff

Recommendations, Next 90 Days – <i>continued</i>				
#	Issue	Analysis	Recommendation	Justification
8	■ The workload of the Chief Deputy Director (CDD) is unsustainable.	■ The CDD cannot effectively manage the Executive Team while also running the operations of the Department, so the role needs to be reimagined.	a. Task the Chief Deputy Director with oversight responsibility for operations of the Department. b. Add a new role (i.e., Chief of Staff) dedicated to managing the Executive Team and collaboration with partnering entities and the community.	■ The Chief Deputy Director can most effectively run operations of the Department without the additional responsibility of managing the Executive Team. ■ It is recommended that a CDD with subject matter expertise in child welfare will best complement the new Director.
		■ The current workload of the CDD and appropriate prioritization of children and families has led to a lack of attention to coordination of the Executive Team and collaboration with partnering entities/ the community. ■ The Executive Team has had poor information flow, undeveloped meeting design, insufficient decision-making processes, and low accountability. ■ No role has held responsibility for special projects.	c. Add an item for Chief of Staff for DCFS reporting directly to the Director, classified above the Senior Deputy Director. d. Charge the Chief of Staff with coordinating the work of the Executive Team, responsible for information flow, meeting design, decision making, and accountability. e. Charge the Chief of Staff with collaboration across partnering entities and the community. f. Charge the Chief of Staff with executing special projects.	■ The Director needs more support than a single Chief Deputy Director can provide. ■ The addition of a Chief of Staff frees the Chief Deputy Director to focus on running operations, and together these changes free the Director to do what only they can do. ■ Increasing the functioning of the Executive Team advances the mission of the Department. ■ The Department would benefit from a leader dedicated to constant interface with the Executive Team to proactively address key issues. ■ The Executive Team needs a liaison between external stakeholders.

The Chief Deputy Director position has acted as the Chief Operating Officer for the Department as well as the leader responsible for managing the Executive Team. Analysis indicates that this is unsustainable for the Department's success. It is recommended that these responsibilities be split between two positions: Chief Deputy Director and Chief of Staff.

First, the Chief Deputy Director ought to complement the Director's knowledge, skills, and abilities, with expertise in child welfare, in order to effectively partner in delivering the leadership necessary for the mission of the agency. It goes without saying that the next Chief Deputy must also be able to win the complete and total confidence of the Director while simultaneously balancing the Director's professional abilities and personality. This position acts as the second in command, the confidante to discuss and debate issues, the leader to challenge and complicate thinking, and the support needed to effectively lead the Department. The Chief Deputy must be someone readily capable of stepping into the Director's shoes in his/her absence to represent the public face of the Department.

The new Chief of Staff, once installed, ought to be charged with building the Executive Team into the finest executive leadership team in the County. This requires that the Chief of Staff hold expertise in effective team building, information sharing, meeting design, communication, and collaboration. This position should hold responsibility for holding executives accountable to commitments, engagement, and prioritization of psychological safety. Effective teaming at the executive level would signal to the DCFS workforce that positive transformation is happening within the Department. The rank and file, and even external partners, have long heard tales of interpersonal struggles amongst DCFS executives. To see a harmonious team working together with superior relationships and best-in-class coordination will deliver hope and enthusiasm to all levels of the organization. This should be an early win goal for the new Director.

Additionally, this Chief of Staff role will oversee the requisite collaboration with other County Departments, Commissions, private philanthropy, and other external partners. There is considerable room to grow the Department's collaborations and thereby increasing the impact that the Department is charged with accomplishing. There are many, many willing partners within and without the County who can come alongside DCFS to advance its mission and impact. This Chief of Staff role will be charged with bringing out the full potential of those collaborations.

Senior Executive Team

#	Issue	Analysis	Recommendation	Justification
9	■ The Senior Executive Team is not structured to achieve optimal team performance.	■ The Senior Executive Team has not historically functioned as a team due to interpersonal conflict, unclear team membership, and lack of team purpose. ■ Success for the Department requires a superior Senior Executive Team to lead an organization with a mission this vital and this broad.	a. The Director lay the foundation for a complementary, multi-disciplinary Senior Executive Team including: ■ Chief Deputy Director; ■ Chief of Staff; ■ Senior Deputy Directors; ■ Medical Director, ad hoc. b. The Director increase self-awareness through the use of several professional self-assessments to identify strengths and weakness in order to lead effectively. c. The Director uses the self-assessment results to inform the selection of complementary Senior Executive Team members. d. The Senior Executive Team defines its team purpose. e. The Director gains explicit authority from the BOS to make necessary and strategic changes at the Senior Executive Team level.	■ A multidisciplinary Senior Executive Team increases perspectives and strengthens decisions. ■ A superior Senior Executive Team will model effective teamwork to the entire organizational culture.

The Senior Executive Team lacks representation of subject matter experts that are essential to the Department's success. The proposed structure for the Senior Executive Team offers inclusion of the Director, Chief Deputy Director, Chief of Staff, Senior Deputy Directors, and Medical Director, ad hoc (see Appendix A). This structure offers a multi-disciplinary team of executives informing high-level decisions.

The complexity of DCFS requires top management to rely on one another and work with superior team dynamics, including high levels of communication, purposefully designed and well-led meetings, harmonious interpersonal relations, and highly coordinated decision-making and execution.⁶

The internal politics at the executive level of the system influence the rest of the organization. Past Senior Executive Team dysfunction demands redress by the new Director. The Department must rely on its senior-most leaders working together to strategize and lead as a unified team.



⁶Barrick, Murray R., Bret H. Bradley, Amy L. Kristof-Brown, and Amy E. Colbert. "The Moderating Role of Top Management Team Interdependence: Implications for Real Teams and Working Groups." *The Academy of Management Journal* 50, no. 3 (2007): 544–57. <http://www.jstor.org/stable/20159872>.

Structure changes to be introduced in the Year One and before Year Five continue to make the case for the addition of new executive roles at DCFS. While the addition of items at a high classification requires significant additional resources, it is recognized that DCFS has less executives than similar jurisdictions of smaller size. DCFS is sometimes perceived as “top-heavy” with executives. However, when the number of hotline calls and the number of children and families involved in the system within LA County is taken into account, it can be seen that DCFS actually has too few executives with underdeveloped executive structures at the top to meet this demand. The largest child welfare organization in the United States must be adequately designed and staffed with executives if it hopes to meet its missional demands.

Race and Equity

#	Issue	Analysis	Recommendation	Justification
10	The Executive Team is not acting in concert with one another in equity work for the Department.	- The Executive Team members possess different levels of knowledge and understanding of Justice, Equity, Diversity, and Inclusion (JEDI) issues. - Significant racial tensions exist between members of the Executive Team, derailing team effectiveness. - The Executive Team has failed to model and lead Justice, Equity, Diversity, and Inclusion reform. - The Executive Team lacks a shared understanding of the history of systemic racism within the field of child welfare and inside LA County and how that history affects certain communities.	a. Continue the Executive Team's internal work on their racial understanding, begun in 2021. b. The Executive Team participate in the Intercultural Development Inventory (IDI) and the Diversity, Equity, Inclusion, and Belonging (DEIB) to evaluate strengths and growth areas in learning about Diversity, Equity, and Inclusion. c. The Executive Team participate in JEDI group training to acquire common language, understandings, and information. d. The Executive Team review the history of systemic racism within the field of child welfare and within Los Angeles County.	- This work was left unfinished and the Executive Team desires to make this a priority. - Continuing to intentionally advance understanding and empathy will help this Executive Team's cohesion and effectiveness. - A shared training experience in Justice, Equity, Diversity, and Inclusion is necessary to move the Department's equity work forward. - Successful implementation of reform hinges on shared knowledge and understanding of Justice, Equity, Diversity, and Inclusion. - In order to reform the system, the leaders and workforce need an understanding and acknowledgment of the history of racism in child welfare and its effects on communities.

A notable finding of this analysis is the degree of racial disharmony that exists within pockets of the Department. Certainly, every culture and work environment grapples with these issues. What is unexpected is that within DCFS culture, there is a lack of awareness of diversity, equity, and inclusion issues among the Department's leadership. Within the Executive Team, there exists a disparity in the levels of education and experience with JEDI issues. Given the nature of the mission and the population of Los Angeles County served by this agency built on systemic racism, it is expected that leaders would prioritize this reform. Instead, there is a wide range of understanding of the complexities and inequities of race, power, and privilege, and thus the Executive Team cannot act in concert with one another in equity work for the Department.

It is important to note the Department has made concerted strides in this area as it serves its constituency. In partnership with Casey Family Programs, legal partners, and the community, the Eliminating Racial Disparity and Disproportionality (ERDD) initiative has made progress on four key priorities: 1) Cultural Broker Program, 2) Project Fatherhood, 3) Cultural Trainings, and 4) Effective Black Parenting.

Also, DCFS was the first LA County department to create an Office of Equity with a leader at the Division Chief level, reporting directly to the Chief Deputy Director. Establishing this Office and placing it at a level of power with a system-wide scope sends the message that this is a serious matter. Hopefully, the efforts of the Office of Equity will continue under the coming leadership transition and be given even greater resources to move the needle on the issues of justice, equity, diversity, and inclusion.

Additionally, it is important to note that the DCFS Executive Team has recently undertaken significant efforts aimed at improving awareness of the complex issues of justice, equity, diversity, and inclusion. Courageously, DCFS executives have tackled their own work as a team to lift current barriers and disparities of understanding amongst themselves. There is much more work to be done here intra-personally, interpersonally, and as an entire team. It is hoped that as the DCFS Executive Team grapples with these issues of race and equity it can thereby most effectively lead the unfinished work of justice, race, and equity within the County and within the field of child welfare.

Though effort has been made in certain areas, race and equity ought to be regularly addressed on the Executive Team. First, the Team needs to establish the psychological safety required to investigate questions surrounding race. Second, the Executive Team ought to engage together in a deep study of this area. It will help their internal race relations and simultaneously prepare them to lead a Department charged with forging racial equity throughout its work. Again, it should be distinctly noted that there is a strong commitment on the part of the DCFS Executive Team to engage in this work individually and together. The issue is that it must be made a high priority and seen as integral to any and all future success.

Partners

The section to follow includes a recommendation to improve and enhance relations with the Los Angeles County Board of Supervisors (BOS) to jointly develop a shared vision for the children and families of LA County.

Board of Supervisors

#	Issue	Analysis	Recommendation	Justification
11	A shared vision, strategy, and priorities are needed between the Board of Supervisors and DCFS.	- DCFS has not had shared expectations, strategies, and priorities with the BOS which has resulted in conflict and mistrust. - DCFS has failed to gain the confidence and trust of the BOS.	- Facilitate a process with the BOS to co-create a clear set of strategic directives and expectations. - Consistently report progress and evaluation on the agreed upon strategic directives to the BOS.	- Clear strategy and expectations will help the BOS and DCFS come to shared priorities. - Through its reports, DCFS provides evidence to the BOS that it is meeting agreed upon strategic directives. - Increased confidence and trust in the Department will result in less management through Board Motions.

It is recommended that the Board of Supervisors together with DCFS leadership agree to a process that helps them all “get on the same page” from the outset of the new Director’s tenure. This essential step in aligning expectations and direction is a top priority. To this end, we suggest a process of three (3) joint sessions with the Board of Supervisors (BOS) and DCFS leaders (see Appendix B). Strategic priorities are essential for aligning the efforts of any effective leadership team and co-creating strategy within the structure of LA County is of particular importance. The two-fold goals of this process are to establish behavioral and communication norms between the BOS and DCFS while setting strategic priorities.

Clarity around the definition of success (see Issue #1), common goals, clear expectations, and data reporting will allow the Director to provide substantive reports to the Board of Supervisors which in turn will help them trust that the Department is getting its work done. Additionally, full functional use of ODIS (see Issue #6) will allow the Board of Supervisors to get superior reports on the progress that will increase the trust the Board has in the Department.

Organization Culture

Peter Drucker once famously said, “Culture eats strategy for breakfast.” This widely accepted truism needs application within the leadership and management of the Department. Sustained reform and superior performance will never be achieved without intentional leadership of the DCFS organizational culture. To this end, the following recommendation is offered:

Organization Culture

#	Issue	Analysis	Recommendation	Justification
12	Historically, DCFS’ culture has not been intentionally shaped or aligned in a consistent manner by its core leadership.	- The historical preoccupation with management approaches to the excessive workload has resulted in an organizational culture that emerged as moderately dysfunctional. - A lack of intentional shaping of the organizational culture has allowed the culture to drift. - Many factors have contributed to the emergence of an overall reactionary culture. - Internal subcultures abound, not all of them well-aligned. - Misalignment impairs the Department’s ability to unify and mobilize its workforce and resources toward common goals.	a. The Executive Team articulates an ideal DCFS organizational culture. b. The Director prioritizes Executive leadership’s responsibility for aligning and shaping DCFS culture. c. The Executive Team adopts a long-term plan to shift the culture and integrate it within its regular and special-focus meetings and actions.	- Shifting and sustaining organizational culture requires intentionality from top-level leaders. - A collaboratively articulated ideal culture and plan to achieve it will increase organizational effectiveness. - By actively shaping culture, leaders realign the Department’s assumptions and behaviors. - The current DCFS organizational culture hinders its capacity to fulfill its mission. - Previous reports have identified significant misalignments in DCFS’ culture (see TurningWest’s DCFS Culture

The intent of the above recommendation is to initiate a focus on culture-shaping at the highest levels of leadership within the Department. Pointedly, the culture should be shaped to align with the Countywide mission to prioritize and improve child safety.⁷ Research is clear when it comes to the key role leaders play in culture change.⁸⁻⁹ For instance, leaders can use storytelling to instigate and affirm culture change. Additionally, leaders serve as both role models and cultural artifacts by which staff base their behaviors, beliefs, and actions.¹⁰ In this way, the actions leaders take give meaning to culture and drive its change. Culture change will only occur if a strategic coalition of leaders at the top make it a priority. Improving culture will increase workforce morale and increase organizational effectiveness. Additional follow-through recommendations on culture-shaping are in the Year One and Year Five sections of this report.



⁷Blue Ribbon Commission on Child Protection, 2014. “The Road to Safety for our Children.” Recommendation 1: 10.

⁸Marshall, John, and Matthew Adamic. “The Story Is the Message: Shaping Corporate Culture.” *Journal of Business Strategy* 31, no. 2 (2010): 18–23. <https://doi.org/10.1108/02756661011025035>.

⁹Jacobs, C. S. “Rewiring minds and cultures.” *Training Journal* (2010): 54–58.

¹⁰Hatcher, M. J. “The Cultural Dynamics of Organizing and Change.” Essay. In *Handbook of Organizational Culture & Climate*, 245–61. Thousand Oaks, CA: Sage Publications, 2000.

Recommendations For Year One

Recognizing that organizational change takes time, larger issues and recommendations are presented to be accomplished within the first year, in addition to those proposed as first priority in the next 90 days.

Throughout the first year of the Director's tenure, management reform ought to focus on the following areas:

■ Organization Structure

- The Mega Bureau
- Branch of Finance and Administration
- Bureau of Project Management and Information Systems
- Communications Bureau
- Bureau of Contract Services
- Bureau of Community Partnership
- Deputy Director of Bureau of Clinical Resources and Services

■ Organization Culture

■ Data and IT Systems

- Team Collaboration Software
- Management Systems

■ Leadership

- Succession Planning
- Executive Team Performance

The implementation of these recommendations will advance the impact of DCFS' mission.

Organization Structure

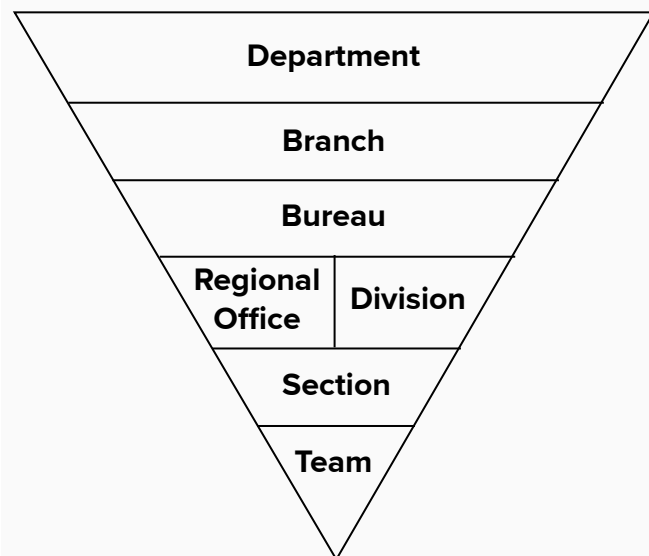
Mega Bureau

#	Issue	Analysis	Recommendation	Justification
13	The Mega Bureau's functions are too broad and insufficiently structured.	- The Mega Bureau includes all functions outside of line operations and could be more strategically structured. - There are too few Executive Level roles to effectively manage the variety of Department functions. - The new Programs Branch and the Branch of Finance and Administration need to be expanded. - The current structure includes three Deputy Directors overseeing all functions outside of line operations (currently including the Bureaus of Contract Services, Finance and Administration, and Administrative Support Services). - These bureaus are too broad and do not directly inform decision-making, which leads to an underemphasis on functions currently located on the Division Chief level.	a. Split the Department's functions into three branches: - General Administration and Risk Management and Child Welfare - Line operations to serve children and families. - Programs - Programs that also serve children and families and resource front line operations. - Finance and Administration (see Issue #14) - Administrative operations that support all Department functions. b. Restructure and expand oversight of all functions outside of line operations by creating Bureaus of: - Project Management and Information Systems (see Issue #15) - Communications (see Issue #18) - Policy, Leadership, and Staff Development (see Issue #26) - Continuous Quality Improvement (see Issue #27)	This reorganization will: - Focus the functions of programs and administrative operations. - Improve efficiency and effectiveness of programs and administrative operations. - Increase linear information flow in the system. - Line operations, legal, finance, and administration currently inform the Department at the Executive Level. - Without experts in these areas directly informing the Department's work, decisions are made without multidisciplinary perspectives.

After assessing the management structure of DCFS, several organization structure changes are recommended to realign functions that require a high degree of coordination and expand key areas in the Department's functional structure.

Focus and strategy have driven the expansion of the management structure of the Service Bureaus and the Regional Offices as the Department has grown. The management and caseloads of social workers are informed by best practices in social work. While these functions directly drive the mission of the agency, the activities in line operations rely on the administrative support of other functions in the Department. Families depend on additional programs run by DCFS. The organizational structure however needs to be realigned to better support line operations.

DCFS Organization Structure



DCFS currently organizes itself within Bureaus that then are organized into Regional Offices and Divisions, Sections, and finally Teams. It is suggested that the Department use the term Branch to describe the highest functional division. Three branches are recommended instead of the current two: 1) Government Accountability and Risk Management (GARM)/Child Welfare, 2) Programs, and 3) Finance and Administration (see Appendix C). Creating an additional branch will better reflect the Department's operations and the additional resources allotted to programs and administrative operations will improve their efficiency and

effectiveness. In order to justify this additional branch, it is recommended that bureaus be created for the following functions: Policy and Training, Communications, Continuous Quality Improvement, and Project Management and Information Systems. This expansion of the Department will correct the historic limitation that only line operations, legal, finance, and general administration inform decision-making at the Executive Level. Additional recommendations and supporting evidence will follow to provide additional detail to these organization structure changes.

Branch of Finance and Administration

#	Issue	Analysis	Recommendation	Justification
14	- Historically, the Department's fiscal expert has not been on the Senior Executive Team and therefore cannot support and challenge decision making or inform strategy for the Department. - Presently, fiscal advice is reported through the Senior Deputy Director with ad hoc involvement of the fiscal expert on the Senior Executive Team and is too far removed from leadership. - It is normal County-wide practice for the fiscal expert to report directly to the Director.	- Historically, the Department's fiscal expert has not been on the Senior Executive Team and therefore cannot directly support and challenge decision making or inform strategy. - Presently, fiscal advice is reported through the Senior Deputy Director which is too far removed from leadership. - It is normal County-wide practice for the fiscal expert to report directly to the Director.	a. Add an item for Senior Deputy Director of Finance and Administration. b. Charge the Senior Deputy of Finance and Administration with overseeing: - Bureau of Project Management and Information Systems (see Issue #15) - Bureau of Finance and Administration - Bureau of Communication (see Issue #16)	- The magnitude of the DCFS budget and the complexity of government allocations require formal training in finance or accounting on the Senior Executive Team. - This role introduces financial perspective into the Senior Executive decision-making process and creates a multi-disciplinary team. - Redistribution of the functions within the Mega Bureau and expansion of the Executive Team require a new branch (see Issue #13).

The Department has historically operated without the fiscal expert directly reporting to the Director. Now fiscal reporting occurs through the Senior Deputy Director, resulting in the dilution of the fiscal advice and strategy as offered by the subject matter expert. While it is recognized that the Administrative Deputy Director of Finance and Administration participates ad hoc in meetings with the Director, CDD, and SDDs, it is argued that such expert financial perspective always warrants direct participation. Decision-making at the Senior Executive Level requires the opinion of the individual whose role is responsible for the massive and complex fiscal operations of DCFS. Furthermore, recommendation #13 advises the creation of a third branch of Finance and Administration, offering a supporting structure for the addition of a third Senior Deputy Director.

Mega Bureau

#	Issue	Analysis	Recommendation	Justification
Bureau of Project Management and Information Systems				
15	The Mega Bureau's functions are too broad and insufficiently structured.	- Project management throughout the system needs significant improvement to implement, track, and evaluate all Departmental work more effectively. - Under-resourced project management has led to poor reporting to the BOS resulting in a lack of confidence and inconsistent project management across the Department.	- Create a new bureau to oversee the Program Development Office and Business Information Systems Division. - The Executive Team provides clear direction and guidance to the Bureau of Information Systems.	- Rapid technological innovation requires elevation of project management and information systems. - The functions of project management and information systems are inter-related and increasing their resources will improve information flow and reporting.
Communications Bureau				
16	The Mega Bureau's functions are too broad and insufficiently structured.	- The current, narrow scope of the Public Affairs Office hinders efficacy re: consistent and congruent messaging and branding, resulting in: - Lack of internal and external clarity around values, mission, and vision. - Barriers to collaboration - Unintentional reinforcement of silos - Mixed and unclear messaging around priorities, initiatives, and what is expected from whom in relation to them.	- Elevate the role of Public Affairs to Communications and make it responsible for both external and internal communications. - Increase the staffing of the Communications Bureau with relevant subject matter experts. - Add an item for a Branding and Messaging Specialist.	- An organization of this size and public scope needs a commensurately sized and resourced Communications team. - A successful shift toward a Prevention paradigm requires appropriately weighted attention to intentional messaging and branding.

In order to expand the Department's structure with the Branch of Finance and Administration, additional Bureaus need be formed to organize the functions that support the work of the service bureaus and overall operations. Analysis suggested that establishment of these bureaus will improve Department effectiveness in project management and information systems, and communication. These two areas of expertise have previously been informally part of the Executive Team, though this informal structure did not provide enough authority for their full participation.

The Bureau of Project Management and Information Systems' direct participation at the Executive level will fulfill the need for clear strategy and direction setting from the Executive Team for this vital Departmental function. Partners confirmed that the Department needs additional resources allocated to both external and internal communications, with an emphasis on the latter. Further, creating both bureaus allows the creation of a multi-disciplinary Executive Team, broadening the expertise participating in decision-making and leadership of the Department.

Mega Bureau

#	Issue	Analysis	Recommendation	Justification
Bureau of Contract Services				
17	The Mega Bureau's functions are too broad and insufficiently structured.	The Bureau of Contract Services currently oversees several divisions that serve diverse functions but which ought to serve a more singular purpose.	a. Move the Division of: - Out of Home Care Management - Contract Development under the Bureau of Contract Services with the Supportive Housing Division and Youth Development Services to combine like functions.	With Contract Services serving the Department with responsibilities of all contracting and housing support, performance and division coordination will improve.
Bureau of Community Partnership				
18	The Mega Bureau's functions are too broad and insufficiently structured.	- Prevention efforts require a system-wide approach to child and family well-being, starting with a prioritization of community partnerships. - Partnering agencies identified that DCFS has yet to realize its potential for public-private partnership with the Center of Strategic Partnerships, a joint venture with private philanthropy.	a. Create a Bureau of Community Programs with the Division of Community Based Support and create: - Division of Community Based Organization Capacity Building - Division of Faith-based Community Partnerships b. Charge this bureau with responsibility for collaboration with external partners. c. Identify and publicize staff liaisons from the Department. d. Partner with the Center of Strategic Partnerships.	- Prevention requires agency and community partners. - Include private philanthropy to help provide solutions to issues facing DCFS.

Considering the structure realignments recommended thus far, the Bureau of Contract Services also requires restructuring. This bureau currently includes a number of programs in addition to the function of contract services. Grouping of like functions working on contracts requires the inclusion of the Division of Contract Development.

It is also recommended that the Division of Community Based Support be moved under a new Bureau of Community Partnership, responsible for focus on collaboration with various partners in LA County. Additionally, in order to strengthen partnering community-based organizations, especially those involved in prevention efforts, a new Division of Community Based Organization Capacity Building is recommended. Both the Departments of Mental Health and Probation actively work to enhance the capacity of existing community-based organizations in order to prepare them to serve the goals of the Department.

Deputy Director of Bureau of Clinical Resources and Services

#	Issue	Analysis	Recommendation	Justification
19	The Bureau of Clinical Resources and Services needs an effective administrator, rather than a physician, to oversee its functions.	- The Medical Director's skills are not leveraged when responsible for administration. - The divisions of High Risk Services and Health Management Services have suffered from lack of administrative support from a Deputy Director.	a. Add a Deputy Director for Bureau of Clinical Resources and Services with the Medical Director as an Advisor. b. Remove the divisions of High Risk Services and Health Management Services from the direct oversight of the Medical Director. c. Move this unit under the oversight of the Senior Deputy Director of Child Welfare.	- The divisions within the Bureau of Clinical Resources and Services require an administrator as in all other bureaus. - The Medical Director cannot effectively function as both a subject matter expert and an administrator. - These divisions directly relate to the branch of Child Welfare.

Analysis of previous organization charts suggests that a Deputy Director previously led the Bureau of Clinical Resources and Services under the Medical Director. It is recommended that this item be filled again to remove administrative responsibilities from the physician responsible for consulting the Department on medical issues and cases.

In addition to continue aligning the structure to this function, it is recommended that the divisions within this bureau relocate to the GARM/Child Welfare Branch of DCFS. These case-carrying divisions function in concert with the CSWs in the service bureaus, and thus require more direct coordination than the current structure allows. A previous report¹¹ echoed this, suggesting the reimagining of the Medical Director role.



¹¹Goodwin, Steven, M. Cullum, J. Rude, M. Sands, K. Cheung, K. McGowan, K. Vasquez, (2022). *Strategic Grouping Report, ReOrganization, Los Angeles County Department of Children and Family Services (DCFS) – Final Report*. Chino Hills, CA: TurningWest, Inc., 11-12.

Organization Culture

Organization Culture

#	Issue	Analysis	Recommendation	Justification
20	The Department's culture varies across units, and requires purposeful, sustained attention to intentionally shape a congruent, cohesive organizational culture.	- The current culture has been shaped more by reaction-to-crises than data and intention, therefore decisions, policies, and practices are not aligned across the Department. - A myriad of subcultures permeates the Department. - Unidentified and unstated basic assumptions at top leadership levels hinder collaboration and at times prevent teams from achieving goals. - Differing basic assumptions about fundamental issues cause miscommunication, misalignment, and mistrust.	- Charge and equip the Chief of Staff to act as the Director's point-person in the defining, articulating, and anchoring of DCFS culture. - Obtain expert guidance in realigning the organizational culture to the desired ideal.	- An intentional, sustained, aligned culture increases morale, efficiency, efficacy, courage, collaboration, momentum, and organizational health. - Organizations experience the culture they create or allow. - The creating of organizational culture has been left to those "pockets" in the Department that choose to act on it. - Not all those created or allowed subcultures are fully aligned. - Misalignment creates significant inefficiencies and undermines effective communication, collaboration, and process improvements. - Pockets of successful culture-shaping become isolated and their influence on the overall culture is limited or nonexistent.

It is a natural law of human success to align what one values with their behavior and attitudes. In the same vein, research supports the importance of aligning culture, practices, and climate.¹² For instance, if an organization claims to value teamwork but has a reward system for competitiveness, then frustrations and confusion manifest throughout the organization.¹³ An applied example from DCFS is prevention as a belief and child safety as the practice. This results in cognitive dissonance between what is valued and what is performed. Then, conflict spurs, ineffectiveness spreads, and teaming cannot occur. To achieve greater alignment, DCFS staff need to bring misalignments to the CDD whom will be charged with the authority to define, articulate, and act on misalignments. To begin, research suggests accompaniment between strategies, goals, culture, practices, and structure in ways that build on one another in concert.¹⁴⁻¹⁵



¹²Schein, Edgar H. *Organizational Culture and Leadership*. San Francisco, CA: Jossey-Bass, 2010.

¹³Zohar, Dov, and David A. Hofmann. "Organizational Culture and Climate." *The Oxford Handbook of Industrial and Organizational Psychology*, Volume 1, 2012, 643–66. <https://doi.org/10.1093/oxfordhb/9780199928309.013.0020>.

¹⁴Anand, N., and Richard L. Daft "What Is the Right Organization Design?" *Organizational Dynamics* 36, no. 4 (2007): 329–44. <https://doi.org/10.1016/j.orgdyn.2007.06.001>.

¹⁵Kinicki, Angelo J., Kathryn J. Jacobson, Benjamin M. Galvin, and Gregory E. Prussia. "A Multilevel Systems Model of Leadership." *Journal of Leadership & Organizational Studies* 18, no. 2 (2011): 133–49. <https://doi.org/10.1177/1548051811399445>.

Data and IT Systems

The section that follows offers recommendations relating to the enhanced use of data and IT systems that will lead to increase productivity amongst the various bureaus, divisions, offices, and sections of the Department.

Team Collaboration Software

#	Issue	Analysis	Recommendation	Justification
21	■ The move to a hybrid workforce requires the implementation of a project management system in order to maintain productivity Department-wide.	■ Work from home programs require online tools to assign and track team member work contributions. ■ Online team collaboration software applications improve the ability of managers to track and monitor individual and team performance.	a. Implement a team collaboration software Department wide, learning from the current pilot initiative. b. Integrate standards for use of project management system into performance evaluation expectations for each staff member.	■ An online project management system will improve management oversight of a hybrid workforce. ■ The elimination of physical space will only save money if staff performance standards are maintained through use of a project management system.

Team collaboration software allows a group to work together without direct communication (i.e., face-to-face, emails, phone calls, etc.). Eliminating physical office space where such direct communication used to take place must be replaced by real-time collaborative capabilities and online systems to track assignments. Team collaboration software results in the ability to work in hybrid, remote, and dispersed working environments while allowing managers to effectively direct individual and team assignments.

The Department is planning to eliminate a substantial portion of its physical office space to be replaced with hybrid work-from-home schedules for many staff. In a non-physical environment, a workforce needs an online collaborative tool to work cooperatively and assign and manage the tasks that would have previously been accomplished in a physical office. There would be no savings through eliminating office space if productivity by staff dips. For this very reason, across sectors and work environments, team collaboration solutions are being widely adopted.

DCFS is already piloting a team collaboration software called Plan View and building cloud-based storage for all DCFS information. The software, once fully implemented, will facilitate hybrid work. Managers will be able to directly see the progress of assigned work to team members and will be able to effectively communicate around those responsibilities. Cloud-based storing capabilities will avoid the hinderance of DCFS staff stopping their work to provide information to new contractors for every State mandate, consultant, board motion, and audit when it could be accessible via the appropriate clearance to the cloud.

Measurement Systems

#	Issue	Analysis	Recommendation	Justification
22	The measurement systems of DCFS are scattered and would benefit from being collected into a unified system.	- Mandated measurements lacking a coordinated, strategic design inadvertently drive divergent and competing cultural forces. - Data is not purposefully measured, monitored, and managed because it is decentralized, causing gaps and overlaps. - Business Information Systems (BIS) expressed a need for strategic directives from the Executive Team, while still granting the division authority to make decisions on monitoring and measuring data.	- Empower a cross-disciplinary Task Force to research, design, and integrate an overhauled metrics management system that intentionally aligns with the desired organizational culture. - Ensure the DCFS measurement systems are fully aligned with CFSR and FFPSA outcomes. - Integrate the measurement system with ODIS reporting to instantly report progress to internal or external stakeholders and the BOS.	- To effectively update and integrate a system this complex requires involvement across the system. - A congruent data-management system will help leadership align efforts with outcomes and mitigate necessary outputs. - Measurement systems give staff evidence of what is most important and drives organizational culture. - After the implementation of an organization wide definition of success (see recommendation #1), the previous measurement systems throughout DCFS must be adjusted to fit the new criteria.

Analysis of DCFS point to a reactive approach to measurement. For instance, currently, Business Information Systems (BIS) prioritizes the IT work and the development of monitoring systems instead of strategically leading with insight from the Executive Team. As a result, IT must respond to requests for help, rather than being able to actively direct their work for the betterment of the entire organization, not just a single division. Furthermore, anecdotal evidence suggests that DCFS is under constant audit and thereby tracks the implementation of audit recommendations by whether DCFS receives the same recommendation twice, rather than actively tracking if the changes have occurred. This is in conflict with the Blue Ribbon commission recommendation for an Office of Child Protection to oversee the implementation of all appropriate outside recommendations to ensure reform.

To achieve a proactive and Departmentally aligned approach to measurement, DCFS needs to gather insights from the whole system, utilizing a Task Force of representatives across Department disciplines. Many of the current measurements are not consistently aligned with the strategic priorities of the Department. Every Branch, Division, Section, and Office within DCFS measures and tracks compliance in some way (i.e., performance, productivity, attendance, etc.), but strategic measurement systems rely on the Departmental definition of success (see Issue #1).¹⁶ Once established, new measurement systems can be assessed by alignment with new outcomes of success. Either the task force or the Executive Team then directs BIS in prioritizing which division's measurement systems are automated and monitored first.



¹⁶Weisbord, Marvin Ross. *Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century*. San Francisco, CA: Jossey-Bass, 2004.

Leadership

Succession Planning

#	Issue	Analysis	Recommendation	Justification
23	There is no formal process for succession planning within the leadership levels of DCFS.	- There appears to be a lack of desire for promotion from the RA/DC level to the Executive level. - Greater autonomy at the RA/DC level and the perception of unreasonable work-life balance and political environment at the executive level decrease the motivation to advance. - Since there is little motivation to promote, the current informal succession planning is limited in the DCFS system.	a. Create a formal process for succession management at the Regional Administrator and Division Chief level.	- Formal succession management can ensure that Executives have prepared leaders to take over following their eventual departure. - In addition, this process will increase understanding of the expectations at the next level and therefore motivate managers to promote.

After over several hundred hours of executive coaching sessions with RAs, DCs, and DDs, it became clear that there is a notable lack of desire by leaders to advance to the DD level of the organization. Additionally, management of succession planning for leadership roles has historically been viewed as outside of DCFS' power and authority.¹⁷ Ineffective succession planning is about playing favorites or setting up an unjust system of promotion, whereas intentional succession planning is part of a comprehensive leadership development system that offers progressive opportunities for staff to develop and demonstrate leadership abilities.

This involves both identifying and developing talent through a well-thought out developmental system that builds technical knowledge of leadership (i.e., Knowing), hones individuals' leadership style (i.e., Being), and engages them in the activities performed at the executive level (i.e., Doing).¹⁸ Knowing is developed through traditional training experiences, Being is built through coaching and other self-reflective activities, and Doing experiences are provided through job shadowing and mentorship opportunities. In total, a strong succession pipeline includes three to six individuals targeted for development—two who are ready for the next position, two who will be in near future, and two whom the organization expects to one day be capable.¹⁹ These targeted individuals will come from RA and DC positions to fill the pipeline for DD positions.



¹⁷Goodwin, Steven, M. Cullum, J. Rude, M. Sands, K. Cheung, K. McGowan, K. Vasquez, (2022). Culture Identification and Articulation, Los Angeles County Department of Children and Family Services (DCFS) – Final Report. Chino Hills, CA: TurningWest, Inc.

¹⁸Aon Hewitt, (2012). Best-in-Class Succession Management: Who Will Take the Baton. Aon Hewitt.

¹⁹Ibid.

This extensive of a pipeline for each Bureau requires comprehensive discussion on the process development, along with a dedication to developing and tracking the progress leaders make over the year. One way in which this information is tracked is through a leadership development system. A leadership development system ensures the proven people are selected, that they receive experiences that develop job-related characteristics, they have guided practice opportunities, mentorships, and other reflective opportunities.²⁰ In this way, the Knowing, Being, and Doing of world class succession management are performed and tracked.



²⁰Goodwin, Steven, M. Cullum, J. Rude, M. Sands, K. Cheung, K. McGowan, K. Vasquez, (2022). *Leadership Development Recommendations*, Los Angeles County Department of Children and Family Services (DCFS) – Final Report. Chino Hills, CA: TurningWest, Inc.

Executive Team Performance

#	Issue	Analysis	Recommendation	Justification
24	Historically, the DCFS Executive Team has performed as a work group rather than a team, limiting its performance.	- The Executive Team has lacked a clear purpose, congruent mindset, and defined outcomes for its performance as a true team, therefore its individual members tend to participate according to their own agendas and/or perceptions of team purpose. - Executive Team members tend to act as representatives of their Bureaus/areas more than as advocates for the overall mission and Department priorities. - Key functions of the Department are inadequately represented on the team and in its deliberations.	- Explicitly state a clear purpose for the Executive Team. - Equip the team with the methods, tools, and skills needed to function as a high-performing team. - Hold Executive Team retreats and team development interventions in order to improve team-building. - Identify the skills needed to fulfill the team's purpose and determine which may require ad-hoc "advisory members."	- Historically, the Executive Team appears to hinder Departmental efforts more than it maximizes them. - Clear, consistent modeling of effective team functioning is essential to the workings of the Department and the performance of lower-level teams and work groups. - Peer-to-peer accountability is lacking due to the absence of true teaming factors and practices. This results in uneven workloads, eroded trust, resentment, and other dysfunctional behaviors and adaptations.
25	In the past, Executive Team meetings have been ineffective without skilled facilitation, meeting design, or engagement.	- Meetings become perceived as interruptions rather than enhancements of the work and participants are often disengaged - Trust is eroded in the competency of those planning and leading meetings. - Stakeholders have become resigned to mediocre performance and lower their expectations of the Department.	- Establish standards for meeting purpose and design. - Provide comprehensive training and mentoring for all who plan and facilitate meetings. - Set participation standards and norms for expected levels of engagement and that discourage unrelated multi-tasking. - Faithfully evaluate the effectiveness of all meetings with the goal of continuous improvement.	- Meetings are essential to shaping culture and managing efficient workflow of individuals and teams. - Purposefully designed, well-facilitated meetings increase efficacy, trust, morale, and achievement of desired outcomes. - Excellence in meetings increases engagement and reduces the number of meetings required.

Executive Team performance needs improvement to effectively lead a bureaucracy of this size and complexity. This starts with a clear purpose that addresses a Departmental need which cannot be met without a team at this level. In the past, meetings have limited the team's performance due to ineffective meeting design, poor strategic problem-solving skills, or inadequate processes for addressing key issues. The Executive Team needs to leverage its members' strengths in ways that mitigate their weaknesses.

It is recommended that the Executive Team participate in regular retreats to build on the progress made at the 2021 Executive Team Retreat (see Appendix D). An intervention is needed to address specific items found to be missing from team practices such as: a clearly articulated purpose for their work together; criteria for appropriate membership; meeting design and facilitation skills; behavioral norms; mutually agreed accountability practices; relationship and conflict utilization skills; appropriately scaled project and process management skills; and problem-solving framework and skills. Research on effective team competencies and the requirements for training affirms that best practices for team coordination and cooperation require a shared mental model of the team purpose or strategy; the ability to give constructive criticism and feedback; team management that can plan, direct, and motivate the team; interpersonal relations to mitigate conflict and promote cooperation.²¹⁻²²

Countywide partners reiterate that principles of effective meeting design and facilitation skills are lacking from many DCFS leaders. Meeting facilitation and effective design are skills that are not taught within social work curriculum nor in many traditional education programs. However, these skills must be integrated into daily operation through learning, implementation, and evaluation, as they are pivotal to effective performance and Departmental success. To improve, DCFS will need to adopt standards of practice for meeting design, skills will need to be trained, leaders will need to be held accountable to the standards, and additional iterations of improvement will need to be made.

Best practices in meeting design include agenda creation and use, meeting punctuality, facility quality or virtual conferencing quality, and procedures that direct attendees' attention and efforts toward task-oriented activities.²³ Effective meeting purposes include planning, problem solving, making decisions, evaluation, and/or providing information. Successful facilitation skills include conflict resolution, time management, creating inclusion, equality in conversational turn taking, ostentatious listening, and eliciting opinions and ideas from others.²⁴



²¹Salas, Eduardo, and Janis A. Cannon-Bowers. "Methods, Tools, and Strategies for Team Training." *Training for a rapidly changing workplace: Applications of psychological research.*, 1997, 249–79. <https://doi.org/10.1037/10260-010>.

²²Cannon Bowers, "A., Tannenbaum, Si, Salas, E. And Volpe, Ce (1995)," *Defining Competencies and Establishing Team Training Requirements,* *Team Effectiveness and Decision Making in Organizations,* Jossey Bass, San Francisco, CA.

²³Odermatt, Isabelle, Cornelius J. König, and Martin Kleinmann. "Meeting Preparation and Design Characteristics." *The Cambridge Handbook of Meeting Science*, 2015, 49–68. <https://doi.org/10.1017/cbo9781107589735.004>.

²⁴Edmondson, Amy. "Psychological Safety and Learning Behavior in Work Teams." *Administrative Science Quarterly* 44, no. 2 (1999): 350–83. <https://doi.org/10.2307/2666999>.

Recommendations For Year Five

Lasting organizational change takes between five and seven years to become fully implemented.²⁵ Throughout the next few years, the Department should be continuously implementing internal change through strategically employing best-in-class change management strategies. Reform efforts require intentional anchoring into the organization's culture in order to prevent the system from rejecting change and reverting back to old patterns and mental models.

Years one through five of the new Director's tenure will be critical to achieving Departmental success. By year five, the Department should aim to have robust, strategic partnerships throughout the County that are all working towards achieving the same mission. It should focus its management reform efforts in the following areas of focus:

- **Organization Structure**
- **Partners**
- **Leadership**
- **Organization Culture**

Successfully tackling issues in these categories will significantly enhance the Department's desired impact.

■ Organization Structure

- Bureau of Policy, Leadership, and Staff Development
- Bureau of Continuous Quality Improvement

■ Partners

- Collaboration Environment
- Collaboration Membership Characteristics
- Collaboration Process and Structure
- Collaboration Communication
- Collaboration Purpose
- Collaboration Resources

■ Leadership

- Multi-Disciplinary Teams

■ Executive Talent Recruitment

- Organization Culture



²⁵John P. Kotter, *Leading Change: Why Transformation Efforts Fail*, Harvard Business Review Classics (Boston, Mass.: Harvard Business Press, 2010).

Organization Structure

Mega Bureau

#	Issue	Analysis	Recommendation	Justification
26	■ The Mega Bureau's functions are too broad and insufficiently structured.	Bureau of Policy, Leadership, and Staff Development		
		■ The current Policy, Leadership, and Staff Development Division (PLSD) lacks resources to expand training to include leadership development. ■ DCFS partnering agencies perceive a need for elevation and increased focus on the integration of public and internal policy. ■ There appears to be an appropriate focus and increased compliance in the Training Division of the PLSD, but the Department would benefit from additional resources for integrating leadership training and development above the CSW and SCSW level. ■ In the last 5 years, very few trainings have been offered for all staff with a focus on leadership and organization development.	a. Create a Bureau of Policy, Leadership, and Staff development now overseeing the Divisions of: ■ Charge with managing and integrating policy b. Create a Policy Division c. Create a Leadership Development Division ■ Charge with leadership training and development for all staff including upper management. d. Create a Training Division ■ Charge with all training and maintaining compliance.	■ The role of Policy needs to be elevated to an executive level function in order to fully integrate with all relevant decision-making processes. ■ Creating a Division of leadership development will increase the transfer of learning to DCFS practice and culture and improve the Department's leadership at all levels. ■ The Training Section is effectively training line staff, but the Department requires internal staff development beyond what is current provided for CSWs.
27		Bureau of Continuous Quality Improvement		
		■ The division of Continuous Quality Improvement needs to be elevated in order to effectively define, measure, and improve the child welfare outcomes of the Department.	a. Elevate CQI to inform the work of the Department and ensure the ongoing improvement in practice more directly. b. Move the Process Management Office and Division of Operational Support Services to coordinate with the Division of Continuous Quality Improvement.	■ This reorganization aligns all functions that work to ensure continuous improvement of child welfare practice.

Analysis suggests that the division requires more resources with the establishment of a Bureau of Policy, Leadership, and Staff Development. Within this bureau, the sections would be elevated to Divisions of Policy, Training, and Leadership Development. The current Division of Policy, Training, and Staff Development appears to function effectively, focusing on policy and training compliance. It is observed that the Department lacks a comprehensive leadership development system and structure, as mentioned in a previous report.²⁶

In addition, the Department values ongoing learning and evaluation of its practice, and thus would benefit from a Bureau of Continuous Quality Improvement.



²⁶Goodwin, Steven, M. Cullum, J. Rude, M. Sands, K. Cheung, K. McGowan, K. Vasquez, (2022). *Culture Identification and Articulation, Los Angeles County Department of Children and Family Services (DCFS) – Final Report*. Chino Hills, CA: TurningWest, Inc.

Partners

The mandate given to the Department of Children and Family Services is one of the most challenging missions given to any County entity. Despite all the resources delegated to DCFS to accomplish this mission, it still needs multi-sector partners, each with their own perspectives, resources, and interests, if the Department hopes to achieve maximum impact. In pursuit of this goal of optimal impact through collaboration, the following recommendations are offered.

Collaboration Environment

#	Issue	Analysis	Recommendation	Justification
28	Successful prevention outlined by FFPSA requires a favorable political and social climate.	- The Collaboration Factors Inventory results suggest that this collaborative group works in a favorable political and social climate, are perceived as leaders in the community, and have a history of collaboration. - DCFS has the opportunity to take advantage of the movement towards child and family well-being and prevention focus across government services.	a. Build relationships with political leaders at the county, state, and federal level to ensure that prevention stays a priority.	Transformative change relies on investment from community and political leaders.

As the system shifts to prioritizing prevention efforts, it is critical to examine the current social and political climate and leverage it to foster an environment where transformative change can truly occur. Partners confirm that the environment is favorable towards collaboration, they have established themselves as prominent leaders, and have a history of collaboration (See Appendix E). Historically, the child welfare system's focus was to address current needs of and provide the appropriate services to the children and families under their protection. DCFS has worked to shift towards prevention to intentionally decrease the number of children and families in need of the system's child protective services. FFPSA suggests the political climate supports this shift. DCFS and partners have the opportunity to take advantage of the current environment and gain traction at all levels of society to create valuable, uniform, and long-term change. While the environment of the collaborative group is not within DCFS or their partners' control, it can be influenced. To do so, it is recommended that the Department focus heavily on developing existing and new relationships with political leaders at the county, state, and federal levels to foster this favorable political climate. This will create a cohesive agenda and increase the likelihood that this transformative change will last.²⁷



²⁷Mattessich, Paul W., and Kirsten M. Johnson. 2018. Collaboration: What Makes It Work. 3rd Edition. Fieldstone Alliance.

Collaboration Membership Characteristics

#	Issue	Analysis	Recommendation	Justification
29	Countywide partners rely on DCFS' leadership to define collaboration and identify clear members of the collaborative.	- The Collaboration Factors Inventory results suggest that members compromise and have mutual respect, understanding and trust. - It appears that DCFS has various levels of collaboration with partnering agencies and needs to reassess appropriate cross section of members.	- Establish a structured collaborative group including representatives from each segment of the system and community. - Hold regular meetings of such a collaborative and rotate leadership to foster inclusivity and diverse perspectives. - Reinitialize the Office of Strategic Partnerships in order to capitalize on public-private partnerships. - Seek the involvement of the local philanthropic community as partners in this collaborative.	- Meetings are essential to shaping culture and managing efficient workflow of individuals and teams. - Purposefully designed, well-facilitated meetings increase efficacy, trust, morale, and achievement of desired outcomes. - Excellence in meetings increases engagement and reduces the number of meetings required.

DCFS holds influence in Los Angeles County as the Department overseeing the safety and well-being of over two million children. Thus, it is its responsibility to properly identify County partners and work closely together to achieve its critical mission. Partners surveyed in this analysis affirm that organic collaboration with DCFS has led to good working relationships with mutual respect, understanding, and trust (See Appendix E). However, a defined group and structure for collaboration has not been established.

In order to further establish uniformity of collaborative efforts, it is recommended that the Department establish a designated group, which will be referred to as the Collaborative, of representatives from each segment of the child welfare system and the larger community to ensure that each has a platform to share their ideas, perspectives, and leadership to spur positive change across the field. While partners collaborate in their overlapping services and specific initiatives, a formal group will advance the groups' collective impact.²⁸ The formation of this coalition will strengthen partnerships and extend beyond governmental bodies to the philanthropic community. This strategic move will involve more stakeholders with the ability to contribute to the funding of prevention efforts and initiatives, meaning that there will be increased potential for transformative change.



²⁸Ibid.

Collaboration Process and Structure

#	Issue	Analysis	Recommendation	Justification
30	Countywide partners suggest the process and structure for effective system-wide collaboration are inadequate.	- The Collaboration Factors Inventory results suggest that the collaboration is flexible and adaptable, but needs clear roles and policy guidelines, regular evaluation, appropriate pace of development along with multiple layers of participation. - There is no shared understanding of the roles and responsibilities of each agency contributing to child and family well-being in LA County. - Meetings with partners have been described as scripted report presentations, without time for collaborative dialogue thereby making them ineffective and a waste of time.	- Establish clear roles and policy guidelines, and structure for meetings. - Create a shared leadership structure for such a collaborative. - Define concrete goals and evaluate performance. - Involve participation at various levels of partnering agencies.	- No one organization can accomplish the impact this group seeks to accomplish. - Delineating clear process and structure for collaboration will ensure goals are defined and outcomes are measured.

After establishing membership of a clear Collaborative Group, this groups' collective impact requires process and structure. As it stands currently, collaboration is almost entirely ad hoc and lacks a clear structure. There is no shared understanding of the roles and responsibilities of each agency contributing to child and family well-being in LA County. Partner feedback supports that DCFS is flexible and adaptable in collaborative efforts, but need clear roles and policy guidelines, regular evaluation, appropriate pace of development along with multiple layers of participation (see Appendix E). Without role clarity and intentionally established and implemented guidelines, it can be difficult for each player to understand their contribution to child and family well-being.

Collaboration Communication

#	Issue	Analysis	Recommendation	Justification
31	Countywide partners recognize that collaboration requires consistent and efficient communication across partners.	- While partners hold informal relationships and communication links, collaboration is unstructured and requires increased frequency. - Communication across Countywide partners is inconsistent across agencies with communication with some Departments as excellent while other agencies such as Commissions and private philanthropy exhibiting poor communication.	- Establish liaisons at DCFS for specific partner collaboration. - Publish to all County agencies clear instructions for contacting the appropriate liaisons within DCFS. - Include private philanthropy in communications surrounding efforts to deliver excellent child welfare services.	- The County-wide system that addresses child and family welfare and well-being issues needs a “point-person” entity for making connections and establishing avenues of collaboration. - Private philanthropy is effectively shut out of the communication loop unless something is wanted from them.

Analysis suggests that past inter-organizational communication and collaboration occurs both sporadically and informally. Individuals at partnering agencies often have personal contacts within DCFS whom they leverage to aid in the completion of projects. However, this informal system of collaboration appears to put some partners at a disadvantage, as they do not have DCFS connections that are essential for completing their assigned projects. Furthermore, the degree of communication varies across agencies thus lowering the efficacy of these strategic partnerships that play an integral role in the fulfillment of the mission of child and family welfare and well-being. To function unitedly, relationships with all partners should be equally as strong. Therefore, is recommended that the Department establish liaisons with each partner to oversee all communication and collaboration.

This suggestion is supported by a representative from a partnering agency. Ideally, this change would result in the creation of the role of “Community Stakeholder and Lived Experience Liaison.” Having one designated person per partner to facilitate communication and manage its relationship with the Department is necessary so everyone follows the same pathway of obtaining information, resources, and support to fulfill their respective responsibilities and assignments. Furthermore, each liaison will be responsible for providing the transparency necessary for maintaining good working relationships with private philanthropic partners as well.

Collaboration Purpose

#	Issue	Analysis	Recommendation	Justification
32	Countywide partners have yet to identify a clear purpose and vision for collaboration.	- DCFS' mission requires collaboration across the County. - The Collaboration Factors Inventory results suggest that partners recognize the collaboration's unique purpose but need a shared vision. In addition, concrete, attainable goals, and objectives have yet to be set.	- Craft a purpose and shared vision for this collaboration through a process that seeks input from all Countywide partners. - Solicit strong buy-in from all Countywide partners as offering the best potential to solve the complex issues faced within child welfare.	- A purpose and vision for this collaboration will inspire, motivate, and improve progress. - A succinct, shared purpose and vision will allow for increased communication within and without the Collaborative.

Team purpose vision statements are critical for team success. In this case, DCFS and their partners are working towards one common goal: ensuring the safety, welfare, and well-being of the children and families of Los Angeles County. Though each agency offers their own unique services and expertise, their ultimate goal aligns. Partners report that they understand the collaboration's unique purpose, but there is no shared vision or goals and objectives (See Appendix E). Involving Countywide partners in setting a purpose and vision statement, and relevant goals and objectives, will increase stronger buy-in and the potential for this coalition to work together to resolve the complex issues it faces.²⁹

Collaboration Resources

#	Issue	Analysis	Recommendation	Justification
33	Countywide partners identify a need for human and financial input to develop and sustain effective collaboration.	- The Collaboration Factors Inventory results suggest that the collaboration has skilled leadership, but requires stakeholder engagement and sufficient funds, staff, materials, and time to be successful. - There are untapped resources of potential partners contributing to meeting the needs of child welfare.	- DCFS assess their readiness for collaboration. - Engage stakeholders in collaboration efforts, utilizing the International Association for Public Participation (IAP2) Spectrum of Public Participation to define the public's role. - The Collaborative identifies specific resources needed to accomplish mutually agreed upon goals.	- Strategic assessment of resources and identification of needs will set the collaboration up for success. - Engagement of stakeholders will ensure the collaboration's work is directly informed by the community.

Now that the team has a shared purpose and vision, it can determine which resources are necessary to successfully accomplish their mutually agreed upon goals and objectives.



²⁹Ibid.

Leadership

Multi-Disciplinary Teams

#	Issue	Analysis	Recommendation	Justification
34	■ DCFS overly relies on hierarchical structures and thereby fails to develop the power of multidisciplinary teams.	■ The well-intentioned hierarchical compensation system hinders functional and cross-disciplinary collaboration. ■ Vertical and horizontal silos limit perspectives and depress performance while proliferating a multitude of dysfunctions. ■ The constant deference to hierarchy tends to dismiss the input of others from “lesser” ranks. ■ Child welfare experts are valued above other disciplines.	- Leaders and managers need to stop all references to rank and title. - Leaders and managers seek to build appropriate multidisciplinary teams that possess true psychological safety regardless of rank or title. - Reinforce the notion that the true DCFS-way requires cross-disciplinary collaboration that leverages talent, skill, and drive. - Integrate and reinforce the use of multi-disciplinary teams and varied perspectives at every training, transfer, promotion, meeting, etc.	■ The challenges faced by DCFS require the confluence of many disciplines and perspectives. ■ Balancing the expertise of other disciplines with those of child welfare will produce stronger decisions and greater impact. ■ This is a part of the DCFS culture that has been “allowed” to proliferate. It will take long-term, intentional effort to re-create this aspect of the culture. ■ Fixing it will increase the effectiveness of inter-agency collaboration and connections with external partners.

The hierarchical system within DCFS is primarily a compensation-classification and role specification system, not a measure of one’s worth or ability to contribute. However, this hierarchy has traditionally been elevated to the point that it dismisses input from those of lower rank. Consequently, decisions do not leverage talent, skill, and drive. Furthermore, decisions become localized at the top of the organization which in turn produces unsustainable workloads.

To promote a strength-based approach to decision-making, reference to rank cannot determine one’s ability to contribute. Psychological safety requires welcome invitation to participate based on expertise and ability, recognizing that various levels of experience warrant relevant and unique perspective. Unfortunately, too much emphasis is placed on child welfare experts and overprioritizes one’s rank, hindering psychological safety, which is essential to superior team performance. Seeking feedback, experimenting, asking for help, sharing information, and discussing errors without fear of ridicule or consequences need to be cultivated by leadership who structures teams with representatives from many disciplines.³⁰



³⁰Edmondson, Amy. “Psychological Safety and Learning Behavior in Work Teams.” *Administrative Science Quarterly* 44, no. 2 (1999): 350–83. <https://doi.org/10.2307/2666999>.

Executive Talent Recruitment

#	Issue	Analysis	Recommendation	Justification
35	There is too little inflow of new executive and management talent.	- The majority of DCFS executives in the past have started as line staff and then advanced. - There is a pervasive unspoken belief that the most effective DCFS executives come from within the DCFS ranks. - Restricting the executive ranks solely to DCFS insiders limits the inflow of fresh ideas and narrows perspective and expertise.	- Challenge statements and beliefs that only promoted executives and managers are suitable for the leadership of DCFS. - Evaluate executive selection criteria for efficacy. - Recruit and support talented executives coming from outside the Department. - Seek to balance promoting from within with recruiting from without, based on merit.	- The pervasive belief that all executives need to “come up the ranks” creates a closed culture immune to change and reform. - The number of internally promoted executives warrants a reassessment of selection processes.

As advised in previous reports, DCFS has historically favored internal staff for executive positions over external expertise.³¹ This challenge is perpetuated by a lack of desire to be promoted past the RA and DC level, and an absence of formal succession management practices as cited in Issue #23. Furthermore, internal staff receive exceptional job protection and other previously cited environmental factors that favor internal over external candidates for executive positions.³² The disparity between the historical internally promoted staff vs externally hired candidates is a signal for investigation into the selection criteria.

It is possible that candidates who are most likely to succeed in the role as a DCFS executive are not driven by criteria revolving around DCFS social work experience. An evaluation is required to determine what criteria is most predictive of success within these executive roles. Once determined, alignment should be confirmed between the validated predictive criteria and the selection tools currently in use. Lastly, one avenue for shifting culture is to bring outsiders into the executive level of an organization.³³ These outsiders should be selected based on criteria identified as importance to success in the role, their alignment with the Director’s vision (see recommendation #7) and fit to the desired culture (see recommendation #12).



³¹Goodwin, Steven, M. Cullum, J. Rude, M. Sands, K. Cheung, K. McGowan, K. Vasquez, (2022). *Leadership Development Recommendations, Los Angeles County Department of Children and Family Services (DCFS) – Final Report*. Chino Hills, CA: TurningWest, Inc.

³²Goodwin, Steven, M. Cullum, J. Rude, M. Sands, K. Cheung, K. McGowan, K. Vasquez, (2022). *Culture Identification and Articulation, Los Angeles County Department of Children and Family Services (DCFS) – Final Report*. Chino Hills, CA: TurningWest, Inc.

³³Harrison, Spencer H., and Kevin G. Corley. “Clean Climbing, Carabiners, and Cultural Cultivation: Developing an Open-Systems Perspective of Culture.” *Organization Science* 22, no. 2 (2011): 391–412. <https://doi.org/10.1287/orsc.1100.0538>.

Organization Culture

Organization Culture

#	Issue	Analysis	Recommendation	Justification
36	■ The fear of punishment inhibits appropriate level decision making.	■ Fear may result in failure to act in critical situations thereby exacerbating negative outcomes. ■ Child fatalities and tragedies reinforce this fear of punishment for decisions made thereby increasing the cycle of fear. ■ Because staff fear negative consequences, they fail to make decisions appropriate for their level and, instead, pass them up to their superiors. ■ The chain of command becomes bogged down at the top when all decisions are passed on to superiors.	a. Establish a consistent practice of holding “Retrospective Review” sessions to create a culture of organizational learning after poor case outcomes. b. Establish clear boundaries for staff to understand where punishment will and will not be applied. c. Create a reward-system that praises an appropriate level of risk-taking aimed at innovation and continuous improvement.	■ It is impossible to prevent all child fatalities and negative outcomes. ■ A reinforcing cycle of fear within the DCFS culture is likely to result in more, not less, negative outcomes and child fatalities. ■ Fear of negative outcomes becomes contagious and is thus transferred into fear to make decisions that are not case related resulting in a stifled bureaucracy.

Analysis yielded what can be described as a culture of fear within DCFS and characterized by decision inhibition. One example currently in play at DCFS is the value of child safety and the conflicting system of consequences for making decisions and reinforcement of pushing decision-making up the organizational hierarchy. The staff perspective for pushing a decision up the hierarchy is clear through the lens of Maslow’s hierarchy of needs.³⁴ For instance, a social workers’ decision could cost them their job and jeopardize their safety needs, in which case, it is safest for them to push the decision to their supervisor, and the supervisor makes the same choice for the same reason. In this way, staff maintain their employment safety needs and are therefore reinforced, while at the possible expense of a Child’s safety.

Shifting this undesired reward system by promoting role clarity and an appropriate level of risk-taking will require cultural change to one of DCFS’ basic assumptions. The most comprehensive definition of a basic assumption was made by Edgar Schein:³⁵ “a pattern learned by a group as it solved its problems, which has worked well enough to be considered valid and, therefore, taught to new members as the correct way to navigate those problems in the future.”³⁶ In this way, DCFS staff have learned, ‘when in doubt, pass it up the line.’ This assumption must be challenged, the narrative changed, and consequences introduced.



³⁴Maslow, A.H. (1943) A Theory of Human Motivation. Psychological Review, 50, 370-396. <http://dx.doi.org/10.1037/h0054346>

³⁵Schmitt, Neal, Scott Highhouse, and Irving B. Weiner. “Handbook of Psychology.” Thesis, Wiley, 2013. 647.

³⁶Schein, Edgar H. Organizational Culture and Leadership. San Francisco, CA: Jossey-Bass, 2010. 18

Change Management Plan

This report aims to delineate a plan on how to manage change within the organizational system. Furthermore, with a new, strategic focus shift to prevention, it is important for staff at all levels and within all bureaus and offices of the organization to understand how to fulfill the DCFS mission of ensuring child and family safety and well-being prior to entering the system.

“Change is hard. Leading change is even harder.”³⁷

Learning From Previous Structural and Programmatic Reform

Wilson, Vincent, and Lake in their 1996 examination of structural and programmatic reform of Child Welfare Departments highlight many lessons from the successes and failures of past attempts. These lessons include:³⁸

- Not underestimating the upfront costs in time, money, productivity, and focus.
- Lasting repercussions of change that are felt years afterwards.
- Reorganization leads to decreased predictability in a system that needs it.
- It is common for periods of confused operating policies and procedures.
- Individual’s duties and status will be changed, causing anxiety, and promoting focus on personal survival.
- Adding other reforms on top of a reorganization increases complexity, confusion, and resistance.
- Moving support staff and resources from one area to another causes tremendous unrest and decreased productivity.
- Publicly devaluing staff contributions from the previous structure increases resistance to change.
- Creating common language and mission prior to change decreases conflict.
- Consistent communication reduces anxiety and uncertainty.



³⁷Strobel, Brian. (2015). Leading Change from within: A Road Map to Help Middle Managers Affect Lasting Change. Bloomington, IN: Westbow Press.

³⁸Wilson, C., Vincent, E., Lake, E. (1996). An Examination of Organizational Structure and Programmatic Reform in Public Child Protective Services

Organization Culture

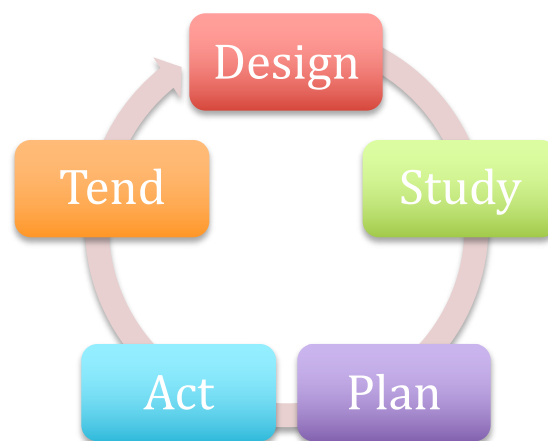
To begin the change process involved in implementing these recommendations, the Director must decide the order by which the next 90-day recommendations will be implemented, then one-year recommendations, and finally five-year recommendations. Once a structural recommendation has been selected for implementation, the following change management methodology will ensue to mitigate change challenges, track progress, and achieve change.

Harvard professor emeritus John Kotter asserts that most large-scale change initiative fail,³⁹ stating: “Which means that the probability that you actually experienced a failure, and your people know that and are pessimistic, therefore, about trying something new, is very high.” This difficulty means it is imperative that any change initiative follow a thoughtful model that takes into consideration all the elements and steps required for successful implementation of the new initiative.

The following outlines a model for change management which can be tailored to any type of change initiative. This model provides the basic skeletal structure for any organization to build its plan for change. Every context is unique requiring that the specific details of the change management plan be constructed with all stakeholders having their hands on the wet clay so that they may own the final product and infuse it with unbounded energy and vitality.

The Change Model

The following five-phased model articulates the most elemental phases of change initiative. These phases do not necessarily follow a linear progression; life is infinitely more complicated than that. Certainly, there will be a cycling back and forth between phases in no linear order. However, these elements do, more or less, constitute the progression of the change initiative.



³⁹Kotter, J. P. (2010). *Leading Change: Why Transformation Efforts Fail*. Boston, Mass., Harvard Business Press.

The bullet points listed below sketch out the basic aspects of each phase:

DESIGN Phase

- Leadership forms a “sufficiently powerful guiding coalition”⁴⁰, an Implementation Team, to plot out the process to be used to STUDY – PLAN – ACT – TEND the change to be pursued;
 - Team includes diverse expertise and perspectives:
 - Department leadership
 - Mid-level managers, caseworkers, supervisors
 - Continuous quality improvement CQI and evaluation staff
 - Partners from higher education institutions
 - Public Affairs and HR staff
 - Representatives from other Child Welfare agencies (i.e., CCF, DMH, CBO’s)
 - Representatives from partners and community allies
 - Family members and community stakeholders included as appropriate
 - Team will go beyond just plotting out the process and offering advice, they will be actively involved in daily implementation.
- Implementation Team gauges political dynamics and identifies organizational culture.
 - Securing appropriate resources (e.g., staff, facilities, materials, and technology) to implement and sustain change.
 - The Team accounts for the political dynamics involved and plans accordingly.
- Implementation Team identifies the “people issues” of the change process.
 - Implementation Team develops a team charter which includes:
 - Values, Mission, and Vision shared.
 - Team Purpose Statement articulated.
 - Team Goals and Objectives selected.
 - Scope and timeframe of project set.
 - Expected deliverables drafted.
 - Roles and responsibilities established.
 - Decision-making authority and policy identified.
- Additional Sub-teams are formed to address specific activities. These sub teams report to the implementation team
 - Team builds sub-teams to research and report on potential interventions
 - Team builds sub-teams to train staff
 - Implementation Team builds sub-teams to evaluate, track, and monitor implementation and progress towards outcomes.



⁴⁰Ibid.

STUDY Phase

- Implementation Team initiates a process whereby all necessary Stakeholders can STUDY the issues as a means of complicating thinking and beginning to build consensus;
 - Identify problems with the recommendations
- Implementation Team launches the STUDY phase but does not hold its own agenda nor directs it to any foregone conclusion. Complete the following STUDY phase steps to address the problems/challenges identified within recommendations:
 1. Identify research questions
 2. Select sub-teams to test research questions
 3. Analyze test results
 4. Identify contributing factors and root problems
 5. Validate root problems
 6. Isolate root cause(s) to be addressed
- The goal of the STUDY phase is to increase awareness of the issues thereby increasing response-ability.
 - Implementation team review the findings from STUDY steps 1-6.
 - Determine if the STUDY phase has been sufficient to address root causes. If not, then return to identified problems in recommendations and complete STUDY steps 1-6.
- Now that the root causes of problems/challenges with the recommendations have been identified, the PLAN phase can begin.

PLAN Phase

- Implementation Team guides the process to building a PLAN but does not direct the PLAN itself;
- Involved sub-teams invest themselves in. . .
 - Defining success in relation to organization mission.
 - See Issue #1 above
 - Assessing the risks and challenges of structural changes.
 - Developing a Data Plan for monitoring and evaluating change:⁴¹
 - Performance Assessment of new Bureaus and Divisions.
 - Data systems in place to track and monitor change outputs and outcomes for informed decision making.
 - Examine conditions and needs at DCFS.
 - Develop a logic model.
 - Identify measures, data sources, and potential data collection methods.
 - Develop a formative evaluation.
 - Collect and analyze data.
 - Examine fidelity.



⁴¹?????

- Analyze costs.
- Using data to make decisions and adjustments.
- Share findings and recommendations.
- Make decisions to further spread, adjust, or discontinue the intervention.
- Refine and implement a sustainability plan.
- Managing inevitable conflict
 - Where not otherwise specified, prepare divisions and bureaus to make decisions without consultation.
 - Prepare for resistance to change.
 - Prepare to meet requirements for gaining control of financial and budget.
- Communicating thoroughly to all Stakeholders.
 - Prepare to meet the need of constant and consistent communication.
 - Develop a team communication plan and external communication strategy.
 - Program Champions advocate for change and contribute to ensure success.
 - Leadership from State, County, local, and private child welfare agencies voice support.
 - Ensure staff from different Bureaus and Divisions know their role in contributing to success.

ACT Phase

- The implementation Team executes the ACT phase when momentum has increased, and the Implementation Team has determined they are ready to implement the PLAN;
 - Implementation Team decides whether they are prepared to implement structural recommendations.
- The PLAN should. . .
 - Look for ‘Early Wins.’
 - Head off problems by anticipating them.
 - Execute with an eye to precision and detail.
 - Communicate progress throughout.
- Each of these calculated and individual actions are miniature versions of the process the entire department has undergone. In other words, the action phase for change should be reflected in every employee’s actions at both at the executive level and throughout.
 - Everybody must be acting accordingly to the 4 P’s of Promotion, Prevention, Permanency, and Protection.

TEND Phase

- The Implementation Team guides the final phase to TEND the change so as to anchor it firmly into the organization’s culture;
 - Analyze results and repeat prior stages if necessary.
- The Implementation Team hands off its responsibility for the change progress to the authorized leadership body or executive.

Culture Anchoring

Introduction

The Culture Anchoring section of this report serves as key to the most important concerns DCFS faces through programmatic reform and organizational restructuring. Following is an introduction to organizational culture and change management, successively is a description of three key elements of a culture-anchoring plan. This key will light the road to a culture that works for DCFS, not against it.

Intentional plans for Change Management and Anchoring of Culture are like parallel rails with common ties and foundational principles. In a case study of organizational change in a Government Agency researchers found that, “The culture of an organization includes the organizations’ view of change itself.”⁴² In other words, how an organization looks at change is a product of their culture. In this way, culture and change management cannot be effective without attention to the other. Research supports this claim, for example, culture has also been found to be one of the largest challenges to leveraging institutional knowledge⁴³, to carrying through on total quality management programs⁴⁴, and applying technological restructurings.⁴⁵ All of which, are critical to effective change management.

Organizations exist to help groups of people fulfill common purposes. Groups of people consciously and unconsciously establish ways of being and doing their work together and in turn forming an organizational culture. As a result, that culture helps and hinders their being and doing. Healthy leaders and organizations prefer, and intentionally pursue, cultures that help.

Leadership presence and practice shape culture.⁹⁻¹¹ Management practices reinforce or erode it. The art and science of shaping and anchoring culture includes the integration of intentionally healthy practices. Daily, a leader’s decisions shape how healthy he/she wants the organization to be.⁴⁶ All living organisms experience injury or illness. Healthy ones learn how to recover on their own. Dysfunctional ones develop maladaptive mechanisms, also characterized as basic assumptions, and fail to fulfill their potential. A system is dysfunctional if its efforts to make things better actually make them worse. When it cannot get itself out of this pattern, external expertise is required. This report provides a framework for externally aided recovery efforts and a set of lenses and interventions through which to focus them.



⁴¹Torres, Frank, and Timothy Faust. “A Case Study on Organizational Culture and Its Role in the Creation of Organizational Change Efforts within a Government Agency,” 2010: 25. <https://doi.org/10.21236/ada518618>.

⁴²De Long, David W., and Liam Fahey. “Diagnosing Cultural Barriers to Knowledge Management.” *Academy of Management Perspectives* 14, no. 4 (2000): 113–27. <https://doi.org/10.5465/ame.2000.3979820>.

⁴³Tata, Jasmine, and Sameer Prasad. “Cultural and Structural Constraints on Total Quality Management Implementation.” *Total Quality Management* 9, no. 8 (1998): 703–10. <https://doi.org/10.1080/0954412988172>.

⁴⁴DeLisi, Peter S. “Lessons from the steel axe: culture, technology, and organizational change.” *MIT Sloan Management Review* 32, no. 1 (1990): 83.

⁹⁻¹¹Ibid.

⁴⁵Hartnell, C. A., and A. J. Kinicki. “Toward a leader–unit theory of culture emergence.” Manuscript submitted for publication (2011).

⁴⁶Connors, Roger, and Tom Smith. *Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results*. New York, NY: Portfolio Penguin, 2012.

The anchoring of significant culture change requires 5-10 years of intentional, focused reinforcement. It has to do with how beliefs influence actions.⁴⁷ It can occur more quickly depending on buy-in and disciplined follow-through on matters relative to alignment. It may take up to three years for a new leader or a new team to feel confident in hitting their stride. It can also take stakeholders up to five years before they believe those leaders have actually hit their stride in a way that makes a lasting difference. Major breakthroughs that stick rarely occur before year eight, usually after year ten, but the average is around year 15.⁴⁸

These time frames may seem unrealistic when it comes to DCFS making timely strides in arenas of urgent need. However, many previously mandated changes have not yet stuck due to incessant turnover or misalignment in the Department's primary leadership roles. This reality warrants respectful, diligent, and thorough attention; respectful of the weight borne by those key leadership roles and the people in them (past and present); diligent in that it will require persistent, disciplined, and yet agile approaches; and thorough when it comes to examining the full range of influences on the expectations of those roles and the systems that either support or undermine their efforts.

When an injured or ill organism is reset and heals, it still needs time and attention to rehabilitate and strengthen. The same needs of time and attention are true for DCFS.

Key Elements of a Culture-Anchoring Plan

Multiple models exist for successfully anchoring changes within an organization's culture. Each model has its own set of key components and foundational practices. At their core, each model includes a variation of:

- Leadership Commitment (to provide Clarity of purpose and direction)
- Shared Mental Models (to provide Structure for essential processes)
- Congruent Mechanisms (to provide the best Tool kits for aligned practices)

These processes and approaches require an essential order while remaining somewhat cyclical in application. The simplified outline below summarizes the common elements found across multiple sources of research and writing.

Leadership Commitment (Clarity)

"Leaders play a key role in macro-culture change."⁴⁹ Either you manage your culture, or it will manage you. But first, leaders need to articulate a vision and accompanying roadmap to culture change (see recommendation #7).⁵⁰ In other words, DCFS will need to choose the culture it wants and lead the way to it. From the Director through top-level teams within the Department, a commitment to chosen outcomes and processes must be articulated, called for, and integrated. For DCFS, these groups include the Senior Executive Team, Executive Team, and all Regional Administrators and Division Chiefs. An



⁴⁷Collins, James C. Good to Great. London, England: Random House Business, 2001.

⁴⁸Schmitt, Neal, Scott Highhouse, and Irving B. Weiner. "Handbook of Psychology." Thesis, Wiley, 2013. 668.

⁴⁹Hartmann, Jim, and Anne M. Khademian. "Culture Change Refined and Revitalized: The Road Show and Guides for Pragmatic Action." Public Administration Review 70, no. 6 (2010): 845–56. <https://doi.org/10.1111/j.1540-6210.2010.02216.x>.

⁵⁰????

integrated Guiding Coalition comprised of representatives from each level is essential. The Director is suggested to participate in the Coalition but need not lead it. All others within those groups create an essential core of critical mass, serving as an immovable anchor.

As mentioned in several of the above recommendations, specifically empowered point-people executing intentionally redesigned mechanisms within realigned structures and systems will help communicate, illustrate, and integrate clarity of purpose and direction. It will also require additional skills in the leading and managing of change, in meeting and process facilitation, and in proactive management of active feedback loops.

Shared Mental Models (Structure)

Everything that grows requires a structure congruent with its purpose. That purpose must also be congruent across the organization, or the growth will become maladaptive, even malignant. The adoption of Shared Mental Models helps establish and maintain that congruency.

Mental Models can be defined as the “shared, organized understanding of knowledge about key elements of the team’s relevant environment.”⁵¹ For example, emergency helicopter response teams of the US Coast Guard can perform rescues in near zero visibility because they share a common mental understanding of the tasks and knowledge of each member of the team at any given phase of the operation. In this way, the best performing teams can anticipate their teammates needs and actions.

To become a best performing organization, the critical mass of committed leaders mentioned above will need shared mental models around:

- What organizational culture is and how to describe the current DCFS culture.
- What the DCFS culture will become (relative to what it is and what is needed)
- Which philosophical concepts to embrace and prioritize so the use of chosen culture-embedding mechanisms is both congruent and consistent.
- What type of process will be used and how it will be resourced and supported.

Focused Use of Congruent Mechanisms (Tools)

It is relatively easy to pick up a tool for the first time and use it for its intended purpose. However, it takes years (in some trades, a decade or more) to become a master craftsman with a full set of congruent tools. Even then, a craftsman needs to know what is being built, at what quality, for whom, and why. A skilled shipwright can still build a wrong ship.



⁵¹Klimoski, Richard, and Susan Mohammed. “Team Mental Model: Construct or Metaphor?” *Journal of Management* 20, no. 2 (1994): 403–37. <https://doi.org/10.1177/014920639402000206>.

A purposeful DCFS culture can be built only when:

- The Director provides clarity of purpose, direction, and structure,
- Key levels of leadership execute well-aligned priorities according to a clarified value-system and shared mental models,
- An inspired workforce is equipped with tool kits designed for their particular role and level of responsibility.

Many think of tools serve at a granular, tactical, for-use-in-the-moment level. For effective shifts in structure, paradigm, process, and outcome to succeed, each increase of scope in responsibility must include a re-issuing of an upgraded tool kit. For example:

- Meetings as tools (from 1:1 to entire divisions, etc.)
- Accountability Practices as tools (the use of metrics, norms, rewards, etc.)
- Systems as tools (communications, feedback loops, HR, IT, collaboration, etc.)

The size and complexities of DCFS and its constituency demand the mastering of concepts such as those listed as actual tools for managing change and anchoring culture. It will take focused effort toward adjusting mindsets as well as applying mechanisms to anchor any changes to a culture.

Basic Assumptions (Conscious and Unconscious)

As mentioned in recommendation #36, basic assumptions are defined as “a pattern learned by a group as it solved its problems, which has worked well enough to be considered valid and, therefore, taught to new members as the correct way to navigate those problems in the future.”⁵² In this way, DCFS staff learn, as people do in all organizations, ways of solving problems that work well enough to be considered “best practice.” One objective of a change management is to convince staff that there are other “best practices”, other methods, other stories, and ways of doing work that will serve them and the people they support better.

To change basic assumptions the critical mass of committed leaders align experiences, beliefs, actions, and results. In this way they can change the narrative by which old assumptions were operating under. In the book “Change the Culture, Change the Game”, Roger Connors and Tom Smith condense decades of research and practice to illustrates how this is done:⁴⁶

- Experiences we have within and through an organization influence the-
- Beliefs we hold about the organization, including why and how it takes the-
- Actions it does and expects others to take in order to get the-
- Results it says are needed for the people it exists to serve.



⁵²Schein, Edgar H. *Organizational Culture and Leadership*. San Francisco, CA: Jossey-Bass, 2010. 18

⁴⁶Ibid.

The authors state that most leaders and managers focus primarily on the last two. The first two are what truly anchor new actions in an organization's culture. Some experiences speak for themselves, some require proactive interpretation. It is essential to respectfully inquire and speak forthrightly about the beliefs currently held relative to the beliefs the organization wants people to hold and what its leaders will do to make it so (see recommendation #20).

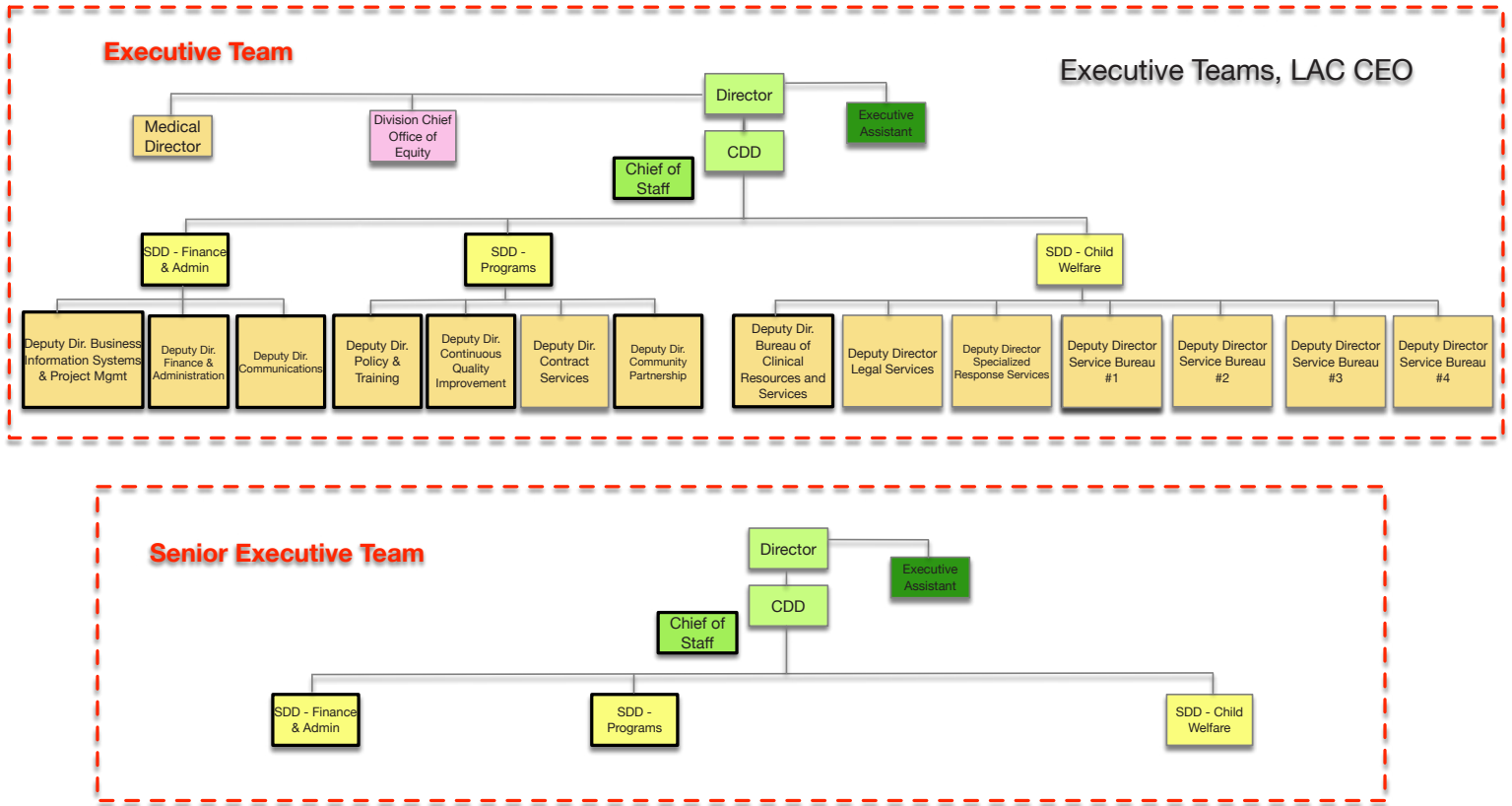
To anchor lasting change within an existing culture it takes long-haul commitment from a core set of leaders with shared values, clarity of purpose and outcomes, congruency of structure, and mastery of tools (some simple, some highly sophisticated). One of those tool kits is a multi-faceted plan based on validated research. Part of that plan must be a proactive approach to communications that includes a robust network of feedback loops. Those feedback loops become the circulatory system for change management and embedding those changes within the culture.

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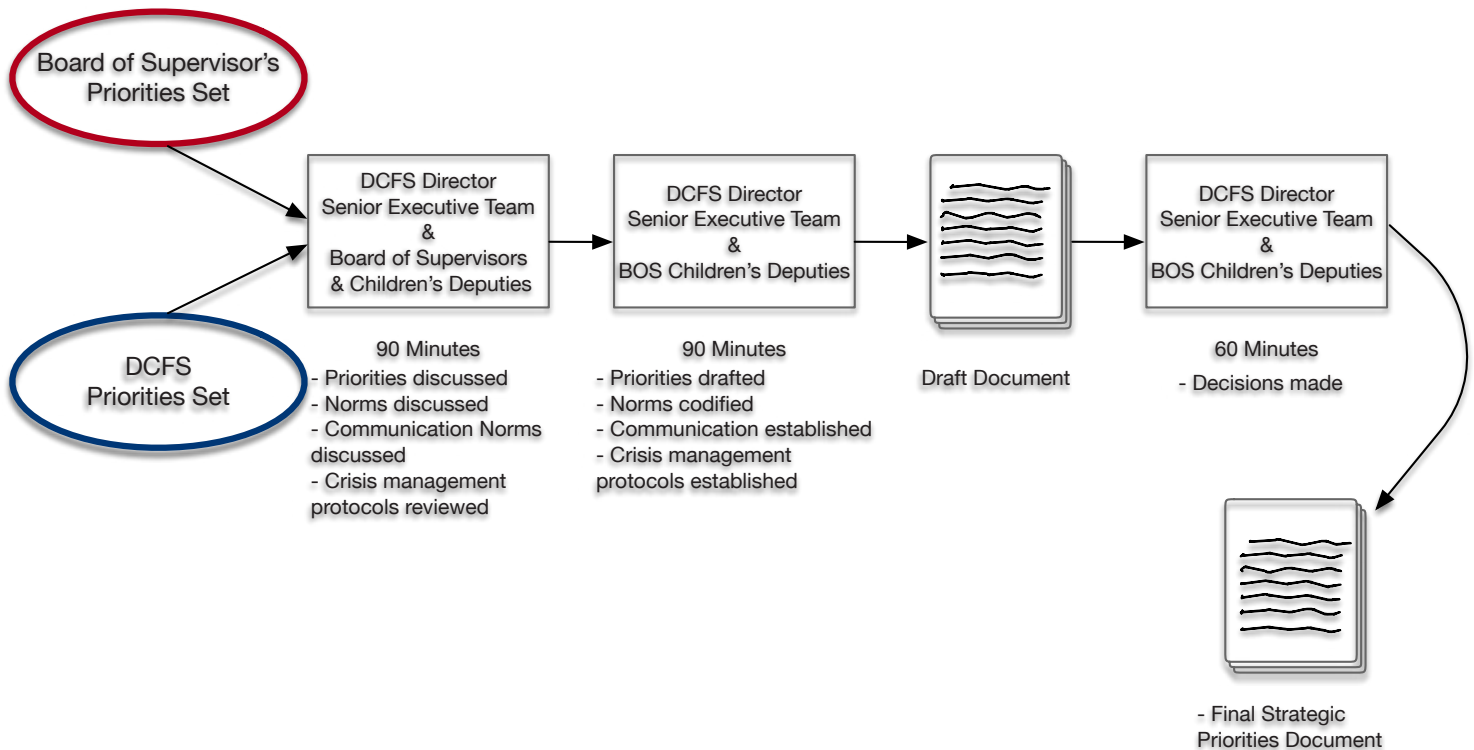
APPENDIX A: Senior Executive Team and Executive Team Structure



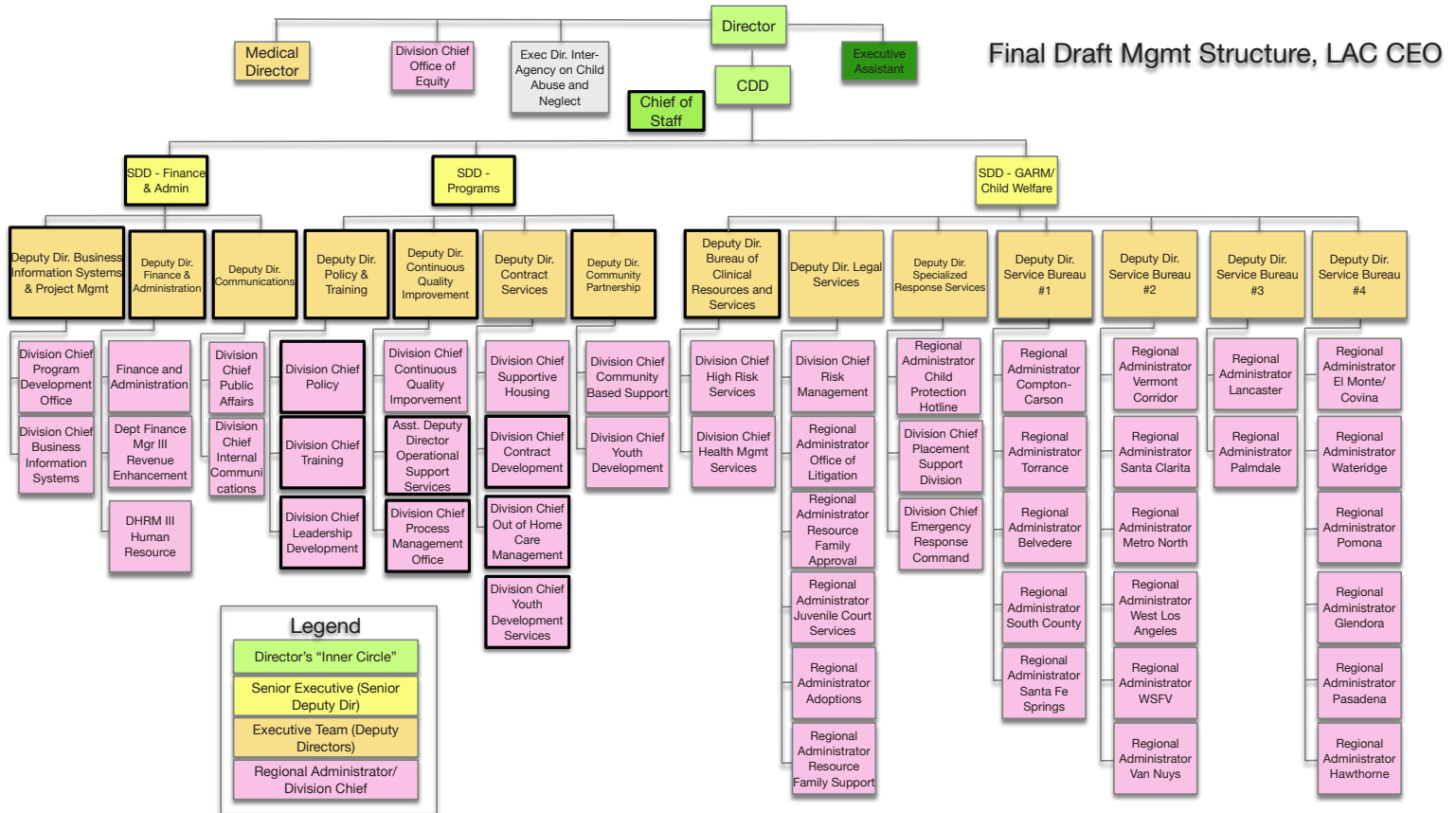
APPENDIX B: Process Map For Setting Strategic Directives with BOS



BOS and DCFS Director Process Map for Setting Strategic Directives



APPENDIX C: Proposed Organization Chart



APPENDIX D: Retreat Agenda

Proposed Three Day Agenda for Executive Team Retreat

In TurningWest's experience working with the DCFS Executive Team, the following is suggested as a possible agenda for this off-site retreat:

Day One Objectives

1. Facilitate a team-building exercise to foster interpersonal connection between executives.
2. Revisit the Director's Professional Core Values and the Department's Values.
3. Set Behavioral Norms for working together that align with the Department's Values.

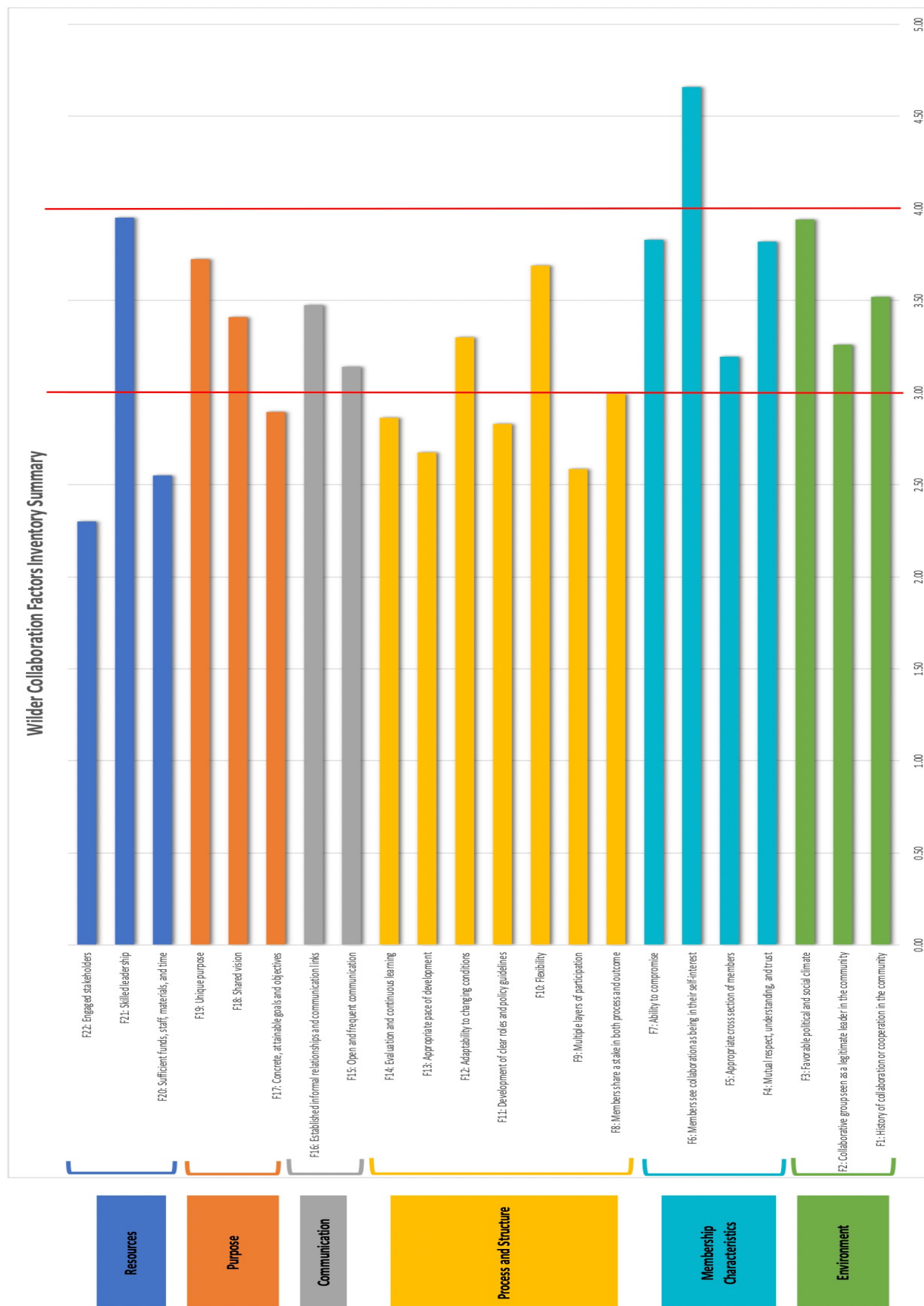
Day Two Objectives

1. Discuss results of a chosen Leadership Assessment (e.g., LPI, DiSC, etc.) to learn about team member's strengths and weaknesses.
2. Create a shared mental model of this team's identity and purpose.
3. Identify areas of improvement the team has with support/resources, collaboration, etc.
4. Develop practical meeting norms and team problem solving practices.

Day Three Objectives

1. Create Strategic Priorities for this Executive Leadership Team.
2. Set vision by imagining how this team can work best together.
3. Establish commitments for teaming, practicing norms, and leading the Department as a unit.
4. Establish mutual standards for holding one another accountable together with co-created steps to follow through on accountability.

APPENDIX E: Collaboration Factors Inventory (CFI) Results

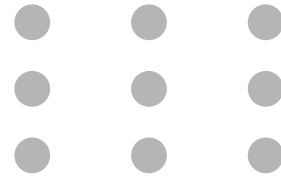


ATTACHMENT V

LA COUNTY DCFS PROGRAMMATIC AUDIT CHAPIN HALL



 **CHAPIN HALL**
AT THE UNIVERSITY OF CHICAGO



LOS ANGELES COUNTY DEPARTMENT
OF CHILDREN AND FAMILY SERVICES

PROGRAMMATIC AUDIT

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Chapin Hall Final
November 2022



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Disclaimer

The points of view, analyses, interpretations, and opinions expressed here are solely those of the authors and do not necessarily reflect the position of the Chief Executive Office of Los Angeles County.

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TABLE OF CONTENTS

Executive Summary	1
Programmatic Audit Overview	1
Findings and Recommendations	1
1) Develop a Well-Being Continuum that Aligns with the Family First Opportunity to Transform DCFS (Page 19)	2
2) Management of the Well-Being Continuum (Page 20)	2
3) Create an Office of Prevention Services (Page 20)	2
4) Frameworks for Analysis and Recommendations (Page 22)	4
I. Best Practice Framework and Accompanying Recommendations (Pages 22–30)	4
II. Staffing Framework and Accompanying Recommendations (Pages 30–32)	6
III. Programmatic Framework and Accompanying Recommendations (Pages 32–73)	7
IV. Time-Oriented Framework and Accompanying Recommendations (Page 74)	12
Overview of Board Motion	13
Approach Summary	14
Introduction	14
Review of Recent Reports and Audits	14
Limitations:	14
Listening Sessions with Key Partners	14
Limitations:	15
Targeted Staffing Interviews	16
Limitations:	16
Programmatic Inventory	16
Limitations:	18
Recommendations	19
1) Develop a Well-Being Continuum that Aligns with the Family First Opportunity to Transform DCFS	19
2) Management of the Well-Being Continuum	20
3) Create an Office of Prevention Services	20
4) Recommendations by Framework	22
I. Best Practice Framework and Recommendations in Alignment with National Trends	22
Congregate Care Reduction	22
Prioritization of Relative Care and Family-Like Placements	22
Equity-Driven Practice	23
Lived-Expertise & Youth Empowerment	23
Leveraging Research and Data to Inform Best Practices	24

Partnership and Collaboration to Build a Well-Being Continuum that Holistically Addresses the Needs of Families.....	26
Investing in the Workforce to Carry Forward this New Vision of Child Welfare.....	29
II. Staffing Framework Recommendations for Motion-Named Unit, Section, Division.....	30
Cross-Cutting Recommendations.....	30
Unit, Section, and Division-Specific Recommendations	31
III. Programmatic Framework Recommendations.....	32
IV. Time-Oriented Framework and Accompanying Recommendations.....	74
Conclusions and Next Steps.....	75
References	77
Appendices.....	79
Appendix A: Los Angeles County Prevention Services Logic Model	79
Appendix B: Listening Session Participants	83
Appendix C: Staffing Interview Participants	85
Appendix D: Dependency Investigations Unit REDCap Survey Results Summary	86
Appendix E: Adoptions Division Staffing Requests	89
Appendix F: Full Inventory of Programs.....	90
Appendix G: Hierarchy of Reporting Structure	91

LIST OF FIGURES

Figure 1. Well-Being Continuum	2
Figure 2. Programs vs. Core Infrastructure	33
Figure 3. Total Programs, Pilots, and Initiatives by Recommendation	34
Figure 4. Program vs. Core Infrastructure by Recommendation	34
Figure 5. Programs to Elevate, Mandated vs. Non-Mandated	35
Figure 6. Programs to Elevate, Staffing Levels	35
Figure 7. Programs to Elevate by Deputy Director/Senior Deputy Director	36
Figure 8. Types of Core Infrastructure	47
Figure 9. Programs to Streamline by Deputy Director.....	52

LIST OF TABLES

Table 1. Best Practice Framework Recommendations	5
Table 2. Staffing Framework Recommendations	6
Table 3.1 Programmatic Framework Recommendations – Programs to Elevate (See p. 35–46)	8
Table 3.2 Programmatic Framework Recommendations – Core Infrastructure to Sustain (See p. 47-51).....	10
Table 3.3 Programmatic Framework Recommendations – Programs to Streamline (See p. 52-59)	11
Table 3.4 Programmatic Framework Recommendations – Programs that Need Additional Information or Unable to Assess (See p. 60-73).....	12
Table 4. Time-Oriented Framework Recommendations	13
Table 5. Programs to Elevate.....	37
Table 6. Core Infrastructure to Sustain.....	48
Table 7. Programs Focused on Permanency, Stability, and Meeting the Needs of Children and Resource Parents..	53
Table 8. Programs Focusing on Reducing the Number of Black Children Entering Foster Care	56
Table 9. Programs Seeking Placements for Youth.....	57
Table 10. Programs that Address the Needs of Vulnerable Populations, Particularly Women and Girls.....	59
Table 11. Need Additional Information	60
Table 12. Unable to Assess	65
Table 13. Time-Oriented Framework Recommendations.....	74

EXECUTIVE SUMMARY

Programmatic Audit Overview

At the direction of the Los Angeles County Chief Executive Office (CEO) and in alignment with Board Motion 165785, Chapin Hall conducted a comprehensive audit of Los Angeles County Department of Children and Family Services (DCFS) programs between September 15, 2022 and November 1, 2022.

During this 75-day period, Chapin Hall:

- i. Reviewed relevant reports and audits,
- ii. Conducted listening sessions with key partners,
- iii. Facilitated staffing conversations with DCFS units, sections, and divisions, and
- iv. Developed a comprehensive programmatic inventory of all DCFS programs, pilots, and initiatives inclusive of variables specified in the Board Motion.

Chapin Hall synthesized this information and developed recommendations to inform the new DCFS leadership of key strategies to consider when developing a prevention-oriented child welfare system over the next 90 days, 1 year, and 5 years.

Findings and Recommendations

Traditionally, child welfare has been primarily recognized for its role in the safety and **“Protection”** of children (whether that is achieved through in-home or out-of-home care) and facilitating pathways to **“Permanency”** so that children and young people can live their lives in stable family settings that foster well-being and a sense of belonging. However, there has been a significant shift over the last 20 years, culminating in the passage of the 2018 Family First Prevention Services Act, recognizing that families and relative caregivers often provide the best homes for their children and families despite episodes of hardship that may bring them to the attention of DCFS. This acknowledgment has made **“Prevention”** of both maltreatment and foster care entry another key priority for child welfare systems. As many child welfare systems embrace prevention as a core tenant of their work, it has become apparent that partnership across public agencies, CBOs, and within communities themselves are essential to keep families together and safe in their own homes.

It is through these fundamental partnerships and the vision of the Los Angeles County Prevention Services Task Force, that **Chapin Hall recommends the fourth priority of the child welfare well-being continuum: “Promotion.”**

1) Develop a Well-Being Continuum that Aligns with the Family First Opportunity to Transform DCFS (Page 19)

To successfully prevent maltreatment and cultivate positive community outcomes, Los Angeles County DCFS must work with partners across the county to **promote the health and well-being of its children and families**.



Figure 1. Well-Being Continuum

Each individual element of the well-being continuum reinforces and facilitates the successful implementation of the others.

2) Management of the Well-Being Continuum (Page 20)

Los Angeles County DCFS has a significant number of initiatives, pilots, projects, and strategies being implemented at any given time. **To better prioritize and effectively implement these efforts, DCFS should leverage the Project Development Office (PDO) and Outcomes Driven Advisory Team (ODAT) to manage and sustain the well-being continuum.** PDO was formed to ensure alignment of initiatives and to implement project management best practices across the department's programs. ODAT is a team of DCFS managers tasked with reviewing and recommending initiatives/programs/pilots for inclusion in the project management portfolio. Both teams are critical to the management and sustainability of the well-being continuum.

3) Create an Office of Prevention Services (Page 20)

Office of Prevention Services:

The purpose of a prevention-oriented system is to increase upstream interventions that can decrease social determinants that negatively impact the health and well-being of children and families. This requires a robust, coordinated, collaborative, integrated, high-quality prevention system that leverages

supports beyond what DCFS can alone provide. Prevention-oriented systems can promote positive outcomes, decrease racial and ethnic disparities in the child welfare system, and increase family and community strengths and protective factors.

Chapin Hall recommends that the Department create an Office of Prevention Services to house all promotion and prevention-related programs, pilots, and initiatives to inform a coherent strategic direction in partnership with the Director. These programs are currently spread across five Deputy Directors. Creating an Office of Prevention Services will create an opportunity for leadership, oversight, focus and robust operation of these two vital and interrelated parts of the well-being continuum for children and families. **This Office should be charged with implementing the state required Comprehensive Prevention Plan (CPP), building collaborations with cross-sector partners, streamlining programs, securing needed funding investments, and creating and enhancing data management systems, CQI, and other needed infrastructure support.** Further, this Office should adopt the Transformative Vision and Logic Model drafted during the development of the CPP by a robust group of stakeholders and all child-serving Departments across the county.

Transformative Vision:

Led by children, families, and individuals, Los Angeles County commits to radically reimagining our prevention services continuum into one where power and resources are distributed equitably. In this future, supportive services are:

Easy to navigate,
Inclusive,
Comprehensive, and
Anti-Racist.

All Angelenos will proactively receive the support they need to live safe and healthy lives, through connection to accessible and effective services that are provided by trauma-informed professionals in their own neighborhoods and Tribal communities.

Logic Model:

The Los Angeles County Prevention Services Logic Model was developed in collaboration with cross-system partners. The model communicates a shared understanding of the current resources available across the county and illustrates how these and other new, innovative resources—such as those made possible by Family First—support the transformation of the current prevention services system into one that is easy to access, inclusive, community-based, and anti-racist. **The logic model connects all activities to the goals of increasing the provision of upstream interventions, increasing trust in the continuum of prevention services in the county, decreasing the number of children and youth entering and re-entering foster care, decreasing racial and ethnic disparities and disproportionalities in the county, and ensuring the well-being of all Los Angeles County adults, children, youth, and families.** Activities consist of infrastructure, practice supports, collaboration and coordination, services and interventions, and Family First candidates/families. See Appendix A for the full Logic Model.

4) Frameworks for Analysis and Recommendations (Page 22)

While carrying out the tasks detailed in the Overview above, Chapin Hall established four frameworks to guide the development and organize the presentation of relevant recommendations.

These include:

- I. **Best Practice,**
- II. **Staffing,**
- III. **Programmatic, and**
- IV. **Time-Oriented Frameworks.**

All remaining recommendations are organized under one of these four frameworks and each recommendation is described in greater detail in the section “Recommendations”.

I. **Best Practice Framework and Accompanying Recommendations (Pages 22–30)**

- **Congregate Care Reductions**
- **Prioritization of Relative Care and Family-Like Placements**
- **Equity-Driven Practice**
- **Lived Expertise & Youth Empowerment**
- **Research, Data, & Best Practice**
- **Partnership & Collaboration**
- **Workforce Investment**

From the reviewed *reports/audits and best practice literature*, Chapin Hall identified a list of key child welfare trends informing the significant shift in child welfare funding, practice, and philosophy. The recommendations section includes a synopsis of each trend, a description of Los Angeles County’s current efforts, and program-specific recommendations identified throughout the *listening sessions*.

Table 1. Best Practice Framework Recommendations

Key Child Welfare Trend	Recommendations (See p. 24 for recommendation descriptions)
Congregate Care Reduction & Prioritization of Relative Care and Family-Like Placements	• Ensure an equitable number of staff are assigned to Intensive Services Foster Care (ISFC) case decisions relative to out-of-home residential placement decisions • Expand Upfront Family Finding (UFF) countywide
Equity-Driven Practice	• Better leverage the Office of Equity (OOE) • Develop clear outcomes and metrics for the Eliminating Racial Disproportionalities and Disparities (ERDD) Initiative
Lived Expertise & Youth Empowerment	• Expand opportunities within case planning for youth to have enhanced decision-making capabilities • Provide intentional DCFS mentorship to Youth Commissioners
Research, Data, & Best Practice	• Invest in building the evidence of the “Culture Brokers” program • Seek additional information regarding DCFS role in the administration of the “Effective Black Parenting” intervention • Improve project management capacity • Improve data collection and utilization • Improve IT and tracking systems across programs (specifically for Dependency Investigations Unit and Adoption Division) • Ensure new initiatives align with data and demonstrated need • Leverage the Project Development Office (PDO) and the Outcomes Driven Advisory Team (ODAT) to track DCFS programs, pilots, and initiatives • Follow all implementation stages for priority initiatives before investing in new initiatives
Partnership and Collaboration	• Improve partnerships with community-based organizations • Share responsibility for child and family well-being with partners and the community • Increase external awareness of DCFS services and programs • Better utilize the DCFS-DPSS Linkages Program • Include the Child Support Services Department in the Risk Stratification Pilot • Partner with the Department of Youth Development (DYD) for promotion and prevention efforts • Streamline contracting process • Enhance economic and concrete supports for the Family Preservation (FP) Program • Explore and embrace a community pathway for prevention services • Utilize the DCFS Helpline for Family First community pathway implementation
Workforce Investment	• Ensure programs are adequately staffed with multilingual Children’s Social Workers (CSW) • Do a comprehensive review of Integrated Core Practice Model for alignment with prevention-oriented system • Build DCFS staff understanding of trauma-informed practice

II. Staffing Framework and Accompanying Recommendations (Pages 30–32)

The Board Motion requested specific information regarding the staffing levels of the four units/bureau in the table below. To gather this information, Chapin Hall invited leaders from each of the units/section/division to participate in a 1-hour interview. Table 2 shows the recommendations resulting from the interviews.

Table 2. Staffing Framework Recommendations

Unit/Bureau	Recommendations (See p. 30 for recommendation descriptions)
Adoptions Division	• Assign additional Bureau of Information System (BIS) staff to Adoptions Division to finalize AIMS System • Differentiate all positions within Adoptions Division for more accurate union negotiation • Increase Adoptions Division staffing • Increase Central Clerical Staff section
Medical Case Management Section (MCMS)	• Differentiate MCMS CSWs from other CSWs • Incentives to remain CSWs and SCSWs for MCMS • Expand role of public health nurses • Assign Visitation Administrator to MCMS
Dependency Investigations Unit (DI)	• Allocate BIS resources to improve DI Tracking Report (SITE) • Allocate Support Staff to all Dependency Investigations Units • Allocate one DI CSW to each specialized unit
Multi-Agency Response Team (MART)	• Hire vacant CSA2 position to support Assistant Regional Administrator (ARA) • Develop swing shift to facilitate enhanced scheduling regularity • Differentiate MART Unit CSWs from other CSWs • Monitor MART Unit staffing
Cross-Cutting Recommendations	• Build support staff into Memorandum of Understanding (MOU) Yardstick and union negotiations • Differentiate CSW titles to allow for variation in MOU Yardstick • Develop incentives for staff serving as primary role on case • Allocate primary and secondary staff positions for Regional Administrators (RAs) • Ensure all units have effective data management systems

III. Programmatic Framework and Accompanying Recommendations (Pages 32–73)

Information gathered through the programmatic inventory led to the development of a framework that ensures all programs are **aligned with the continuum of well-being** and categorized based on the content provided by the program lead or information previously gathered by the PDO. As expected, many programs fall across multiple areas of the continuum.

Chapin Hall sorted all programs, pilots, and initiatives into five categories of recommendation:

- **Elevate:** Programs that Chapin Hall recommends the Department invest, expand, or strengthen. These programs serve critical populations, aim to reduce disparities and disproportionality, are aligned with the Promotion area of the well-being continuum, provide a core service of the Department, elevate the perspectives of those with lived experience, are evidence-based practices, or are mandated by federal or state authorities.
- **Sustain:** Core infrastructure programs/initiatives/workgroups that Chapin Hall recommends continuing.
- **Consider Streamlining:** Programs and core infrastructure with overlapping target populations and/or objectives and spread across multiple deputy directors. The Department has an opportunity to consolidate these.
- **Need Additional Information:** Programs missing critical survey responses regarding purpose, infrastructure, or performance and Chapin Hall is unable to provide a recommendation without additional information.
- **Unable to Assess:** Programs Chapin Hall did not receive a survey response for and is unable to assess.

Depicted in the tables below are the programs to **elevate (Table 3.1); to sustain because they are part of a core infrastructure (Table 3.2); or to consider streamlining because they overlap in target population, objectives, and are spread across multiple deputy directors (Table 3.3). The tables are organized by the continuum area(s) with which they align.** (Additional information and the remaining categories are depicted in the Recommendations section starting on p. 60).

Table 3.1 Programmatic Framework Recommendations – Programs to Elevate (See p. 35–46)

Programs/Rationale	
Well-Being Continuum Area: Promotion-Prevention	
Child Abuse Prevention and Intervention (CAPIT)	Critical prevention services
Community Prevention Linkages (CPL)	Critical cross-sector collaboration with DMH and multiple CBOs
Countywide Youth Bridges Program also known as Philip L. Browning Youth Worker Program	Initiative to place youth into paid work experience; Workforce and youth well-being strategy
CPH and DMH Partnership for Prevention	Collaborative mental health program with DMH and CPH; started as a pilot and grew to co-located DMH staff at Hotline and MDT to link with services quickly
Cultural Brokers/ERDD Champions	Was noted to be evidence-based but has a "not able to be rating" on CEBC and not in Title IV-E Clearinghouse
DMH Expansion Program	Critical prevention services; Only accessible to MediCal eligible children, why can't families with private insurance still be referred and insurance be billed?
Family Preservation Program	Intact families receiving home-based services
Joe Torre Safe at Home (Margaret's Place)	Critical population; collaboration with schools
Medical Hubs	Promotion focused; physical health and mental health elevated; collaborative health screening partnership between DHS, DMH, and DPH
Multidisciplinary Assessment Teams (MAT)	Promotion focused; mental health elevated; collaborative health screening partnership between DHS, DMH, and DPH
Partnership for Families (PFF)	Critical 0-5 population; exploring including Motivational Interviewing EBP as an engagement strategy and tapping IV-E funding as part of Family First
Prevention and Aftercare Services	Exploring including Motivational Interviewing EBP as an engagement strategy and tapping IV-E funding as part of Family First
Multidisciplinary Assessment Teams/Child and Family Team Meeting (MAT/CFT) - SB1, SB2, SB3, & SB4	Critical prevention services

Table 3.1 Programmatic Framework Recommendations – Programs to Elevate (See p. 35–46)

Programs/Rationale	
Well-Being Continuum Area: Prevention-Protection-Permanency	
Campership Program	Building self-esteem and promoting well-being of youth
Child Family Team Meeting - SB1, SB2, SB3, & SB4	Parent/youth driving plan; collaboration among family supports; best practice
Coordinated Services Action Teams (CSAT)	Connecting youth to services; plan to expand CSAT to coordinate referrals for Family First candidates with open DCFS cases
DCFS Child Care Program	Promoting stability and safety
Education Specialist Services Program	Collaboration with educators
Every Student Succeeds Act (ESSA) School Transportation Pilot Program	Promoting educational well-being of foster youth; Federally mandated program; review outcomes data and elevate from pilot to sustained program
Family Bonding Program	Federally required practice
Family First Prevention Services Act	Includes primary prevention pilot, EBPs for EPY youth, and community pathway; cross-sector collaboration; engaging lived experience; no response to the survey
Faith-Based Program	Collaboration with Faith Based Organizations
LGBTQ+ Tailored Services to Youth Program	Decreasing disproportionality and disparities of critical population; good outcomes data and management system informing process
Linkages	Service coordination; co-location of DPSS ensuring families have access to all DPSS programs
Mentoring Leadership Project/New Worker Mentoring Program	Workforce retention and support strategy
Parents in Partnerships (PIPs)	Parents with lived experience supporting parents currently engaged with child welfare; critical program
Psychiatric Hospital Discharge Planning	Critical collaboration with DMH
Qualified Individual Assessments/Interagency Placement Committee Screenings	Critical collaboration with DMH
Special Immigrant Status Unit	Critical vulnerable population, stability for immigrant children
Substance Use Disorder-Trauma-Informed Parent Support (SUD-TIPS) Program	Community-based program; DPH & DMH collaboration; explore Title IV-E reimbursement for CENS substance abuse counselors in DCFS offices using Motivational Interviewing
Supportive Therapeutic Options Program (STOP)	Prevention to permanency services; funding to support families and prevent entry or re-entry into care

Table 3.2 Programmatic Framework Recommendations – Core Infrastructure to Sustain (See p. 47–51)

Programs/Rationale	
Well-Being Continuum Area: Prevention-Protection-Permanency	
Career Development Programs	Workforce retention and support strategy
Child and Adolescent Needs and Strengths Tool (CANS)	Critical infrastructure to ensure strengths and needs are identified and informs service planning and referrals
Commercial Sexual Exploitation of Children (CSEC) - First Responders Protocol (FRP)	Critical population in need of supports
Contract Monitoring Reporting System (CMRS)	Not a program; data system
Faith-Based Community Visitation Centers – SB2, SB3, & SB4	Venue for parent/child visitation; not a program
New Incident Tracking System (iTrack) and Application	Not a program; data system
Urine Sample Collection for Drug and Alcohol Testing Services	Core service
Weekly Emergency Placement Meeting	Crossover youth; not a program, weekly meeting
Well-Being Continuum Area: Promotion-Prevention-Protection-Permanency	
Academic Interns Program	Workforce retention and support strategy
County Welfare Directors' Association of California (CWDA)	Not a program; venue to collaborate with other Southern CA Counties
Regional Community Alliance - SB1, SB2, SB3, & SB4	Partnership with community, develop resources, and safety nets for community
Southern California CA CWDA	Not a program; venue to collaborate with other Southern CA Counties
Veteran's Intern Program	Workforce retention and support strategy
Volunteer Program	Workforce retention and support strategy

Table 3.3 Programmatic Framework Recommendations – Programs to Streamline (See p. 52-59)

Programs/Rationale	
Well-Being Continuum Area: Promotion-Prevention	
• ERDD Emergency Response Panel Reviews/ER Referral Reviews • Four Disciplines of Execution (4DX) • Blind Removal Pilot Program	<u>Description</u>: All three of these programs are focused on reducing Black children from entering foster care. This is vital endeavor for the Department to commit to, but it may be more successful with a more targeted effort. <u>Opportunities</u>: Two of the three programs are pilots. Only one pilot has a data management system and outcomes measures. All three programs are understaffed considering the number of children/families being engaged. <u>Recommendation</u>: Review the outcomes data for the three separate initiatives and consider sunseting two of them. Staff could be redistributed to the sustained program to potentially address the staffing needs.
Well-Being Continuum Area: Prevention-Protection-Permanency	
• Permanency Partners Program (P3) - Upfront Family Finding (UFF) • Connect our Kids • Level of Care • Relative Support Services • Foster Together Network • Raise A Child • UCLA TIES for Families • Family Urgent Response System for Caregivers or Children and Youth (FURS) • Adoption Promotion and Support Services Program (APSS) • Emergency Child Care Bridge Program for Foster Children	<u>Description</u>: These programs provide a full range of services to recruit, retain, and support children placed in their community. All children who enter foster care need P3-Up Front Family Finding & Connect our Kids to identify and locate family and unrelated extended family support. Once Level of Care is determined and the youth's needs are identified a rate can be set for the identified caretaker so adequate services can be provided. Relative Support Services can be tapped as needed; Foster Together Network & Raise a Child focuses on recruitment and retention; if the Resource Parent is interested in adoption the UCLA Ties for Families program can prepare them; if the youth's behavior escalates and an urgent response is needed the FURS program can provide mobile crisis support; if the Resource Parent needs child care resources the Emergency Child Care Bridge Program can help preserve placement. <u>Oversight</u>: 5 Deputy Directors oversee these 10 programs <u>Opportunities</u>: The combined budget for five of these programs is over \$41M, the rest reportedly have no budget, three are underspent, one is overspent. Only three programs identified a data management system supporting decision-making and four programs identified a need for additional staff. <u>Recommendation</u>: Streamlining and housing all of these programs under one deputy director could optimize funds, staff, and address infrastructure needs of these programs allowing DCFS to better attend to the stability of placements for youth in care.

- Placement Support Division
- Youth Permanency Units - SB2 & SB4
- Intensive Services Foster Care (ISFC) for Youth with Serious Emotional and Behavioral Needs
- Intensive Services Foster Care (ISFC) for Children with Special Health Care Needs (SHCN) Program
- Community Treatment Facility

Opportunity: The Community Treatment Facilities budget is underspent and could be leveraged to help monitor the placement array and outcomes.

Recommendation: The Placement Support Division's focus is to locate placements and works seven days a week. Consider collapsing the five remaining programs responsible for locating placements for youth as additional needs arise under the Placement Support Division.

- Expectant and Parenting Youth (EPY) Conferences
- Commercially Sexually Exploited Children (CSEC) Advocacy Services Program Contracts
- Women and Girls Program

Opportunity: The EPY program and CSEC program both address needs of vulnerable populations. While young men and boys will also benefit from the services and should remain a priority for EPY and CSEC, the primary population served is young women. The Women and Girls Program is about promoting well-being of young woman and reducing risk factors that make girls vulnerable to trafficking and reduce the number of pregnant and parent.

Recommendation: Consider placing all three programs under one deputy director and streamlining efforts. Currently the three programs are spread across three deputies.

Table 3.4 Programmatic Framework Recommendations – Programs that Need Additional Information or Unable to Assess (See p. 60-73)

Need Additional Information	Unable to Assess
There were 13 total programs or core infrastructure for which additional information is required to complete an assessment. Nine of these 13 are programs, and four are core infrastructure (two learning collaboratives and two workgroups).	There were 46 total programs or core infrastructure for which no survey was completed, and no further assessment was possible. 29 of those are programs, seven are pilot programs, 10 are core infrastructure (seven workgroups, two committees, and one multi-disciplinary team).

Recommendation: Chapin Hall recommends that the PDO collect all missing data elements and categorize each program or core infrastructure into the following categories: elevate, sustain, streamline or sunset.

IV. Time-Oriented Framework and Accompanying Recommendations (Page 74)

In the final framework, Chapin Hall identified themes across all sources of information and developed accompanying **recommendations leadership should consider** to strengthen and build a prevention-oriented child welfare system. These recommendations fit into the time-oriented framework introduced by the Board Motion; Chapin Hall defined each time-oriented category as follows:

- **90 Days:** Recommendations that are either time-sensitive and require immediate attention or are simple enough that they can be accomplished early in the Director's tenure.

- **1 Year:** Recommendations that require resources and partnership to implement.
- **5 Years:** Recommendations that require resources, partnership, and a significant shift in current practice and therefore necessitate additional time for implementation.

Table 4. Time-Oriented Framework Recommendations

Timeframe	Recommendations
90 days	• PDO should partner with program leads to gather missing information for programs in the 'need additional information' and 'unable to assess' categories, identify measures and outcomes, and refine recommendations as needed • Leadership must re-convene the Outcomes Driven Advisory Team (ODAT), review updated inventory, discuss all future proposed initiatives/pilots/programs, ensure measures and outcomes are clearly articulated, and make recommendations to Executive Team
1 year	• DCFS should convene all Deputy Directors and Program Leads for each program identified in 'programs to streamline' category, determine which programs can be combined or sunset, and consider re-assigning all to one Deputy Director. • DCFS should establish an Office of Prevention Services (OPS) and align all promotion and prevention programs under one Deputy Director.
5 years	• PDO and ODAT must partner with BIS to develop or enhance an existing data management system to capture all program measures.

OVERVIEW OF BOARD MOTION

On January 25, 2022, the Los Angeles County Board of Supervisors adopted a motion directing the Chief Executive Office (CEO) and the Auditor-Controller to engage consultant partners to perform a 90-day programmatic and management audit of DCFS. This comprehensive analysis and review is intended to provide the new DCFS Director with holistic recommendations to guide his strategic vision for implementing a more prevention-oriented Department in accordance with the federal requirements in the Family First Prevention Services Act (Family First).

The motion dictated that analysis include, but not be limited to:

- 1) seeking input from key named partners to inform programmatic recommendations and
- 2) the development of an inventory of all existing DCFS programs, pilots, and initiatives, cataloging vital information to determine effectiveness and any potential needs (staffing, etc.).

APPROACH SUMMARY

Introduction

As specified in the Board Motion, Chapin Hall's programmatic analysis leveraged four types of data or information:

- i. Review of relevant reports and audits,
- ii. Conducted listening sessions with key partners,
- iii. Facilitated staffing conversations with DCFS units, sections, and divisions, and
- iv. Developed a comprehensive programmatic inventory of all DCFS programs, pilots, and initiatives inclusive of variables specified in the Board Motion.

Chapin Hall conducted its review and analysis between August 15, 2022 and November 1, 2022. The following includes a methodological summary and limitations identified during analysis:

Review of Recent Reports and Audits

To inform the programmatic audit, the Board Motion directed consultant partners to review recent analyses and recommendations conducted as part of other efforts. The Chapin Hall team reviewed and analyzed the following reports:

- *Final Report of the Los Angeles County Blue Ribbon Commission on Child Protection 2014*
- *California State Auditor Report 2018*
- *Department of Children and Families Review 2010*
- *2012 DCFS Strategic Plan and Proposed Reorganization*
- *Examining County Organizational Structures to Improve the Lives of Angelenos 2019*
- *Optimization of Los Angeles County's Workforce and Economic Development Systems 2019*
- *Reimagining Safety, Health, and Human Services for the County's Children and Families 2021*
- *Office of Child Protection Strategic Plan 2016–2026*
- *Office of Child Protection Progress Update 2022*
- *Office of Child Protection Submission of Early Care and Education Landscape Analysis 2019*
- *Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County 2017*
- *Strengthening Families Approach in Los Angeles County*

Limitations:

- Non-Exhaustive Review of Reports/Audits:
 - Chapin Hall reviewed all reports and audits shared by the CEO's office (bolded and italicized in the list above) and supplemented that review with the additional reports listed. However, this may not be a comprehensive review of all relevant reports.

Listening Sessions with Key Partners

The Board Motion specified that analysis and recommendations developed through the programmatic audit must include input from key DCFS partners. In alignment with this directive, Chapin Hall, in coordination with TurningWest, conducted "listening sessions" with a total of eight partners. Six of those were Motion-named partners: the Youth Commission, the Office of Child Protection, the Children and Families' Commission, the Department of Mental Health, the Department of Public Social Services, Chapin Hall at the University of Chicago

and Probation. In addition to these named partners, Chapin Hall and TurningWest also engaged the Prevention Services Taskforce and the Department of Child Support Services to ensure holistic input.

Each listening session was 1 hour, conducted over Zoom, and included key leaders from each partner organization, agency, or department (see Appendix B for a list of participants). Because the listening sessions were limited to 1 hour, and 30 minutes of that time was devoted to management-related questions, Chapin Hall made the decision to guide conversations through specific programs for feedback and input from key partners. The programs that Chapin Hall selected were identified in alignment with the stated goals of the Board Motion, to develop a more prevention-oriented system. Those programs included:

- 1. DCFS Child Care Program**
- 2. Partnerships for Families (PFF)**
- 3. Prevention and Aftercare Services (P&A)**
- 4. Child Abuse Prevention and Intervention (CAPIT)**
- 5. Adoption Promotion and Support Service Programs (APSS)**
- 6. Family Preservation Program (FP)**
- 7. Eliminating Racial Disparities and Disproportionality (ERDD)**
- 8. Family First Prevention Services Act (FFPSA)**
- 9. Linkages**
- 10. Community Linkages/Path One Hotline to Helpline**

Chapin Hall asked each partner the following questions about the prevention-oriented programs listed above:

- 1. Do you find this DCFS program effective? Why or why not?**
- 2. Does this program need more resources? If so, what type?**
- 3. Are there barriers to this program that need to be addressed?**
- 4. How would DCFS leverage you as a key partner in promoting this program?**

Chapin Hall also asked listening session participants to respond to the proposed expanded 'Continuum of Well-Being' (Promotion, Prevention, Protection, and Permanency).

Limitations:

- Brevity of Listening Sessions
 - To limit the burden on Motion-named partners, and by direction from the CEO's office, each listening session was 1 hour and included questions relevant to both the programmatic and management audit. Because of this time constraint, it was difficult to obtain the level of depth necessary to form comprehensive recommendations. Furthermore, since the programmatic inventory had 165 programs, it was impossible to seek feedback on even a significant portion of DCFS programs. Therefore, Chapin Hall selected the ten prevention-oriented programs listed above as a starting point for the conversations.
- Variable/Limited Knowledge of DCFS Programs
 - While some listening session participants had significant knowledge of DCFS programs and the specific prevention-oriented programs Chapin Hall highlighted, many did not. This variation in program familiarity limited the breadth of information Chapin Hall could gather.

- Difficult to Verify
 - Seeking qualitative input from key partners was extremely valuable. However, Chapin Hall was unable to verify all opinions, statements, and recommendations.
- Non-Random Sample of Partners:
 - While the selected partners provided valuable insights, they did not represent a random sample or a comprehensive list of partners in Los Angeles County that could have provided insights into DCFS. Therefore, Chapin Hall's recommendations are limited to the feedback provided from selected participants.

Targeted Staffing Interviews

The Board Motion requested specific information regarding the staffing levels of the following programs:

- The Adoptions Division
- The Medical Case Management Section
- The Dependency Investigations Unit
- The Multi-Agency Response Team Unit

To gather this information, Chapin Hall invited leaders from each of the programs to participate in a 1-hour interview. In advance of the interviews, Chapin Hall shared a list of specific staffing questions, requested any recently submitted program requests, and requested any recent reports regarding staffing (i.e., workload or time studies). Because the Dependency Investigations Unit is a decentralized unit, Chapin Hall also developed a survey in REDCap that was sent to each individual region. Each interview was conducted over zoom and included leaders from each program (see Appendix C for a list of participants).

Limitations:

- Difficult to Verify
 - While the staffing interviews provided invaluable information, Chapin Hall was unable to verify all opinions, statements, and recommendations.

Programmatic Inventory

The Board Motion requested an inventory of all programs, pilots, and initiatives directed by DCFS. They asked the inventory include the stated short-term and long-term purpose of each program, number of employees, hierarchy of reporting structure, number of children and families served, community engagement, budget implications, and how outcome data is collected.

Obtained and Combined Existing Programmatic Inventories

To address this request, Chapin Hall sought an initial programmatic inventory document from the Project Development Office (PDO) as well as an additional program inventory consisting of programs and initiatives tracked by the Chief Executive Office (CEO). Chapin Hall then consolidated these two inventories to reflect the most current information on all DCFS programs, pilots, and initiatives within Los Angeles County.

Refined Updated Programmatic Inventory

Chapin Hall refined the new programmatic inventory to include the items specified by the Board Motion including: short- and long-term purpose, number of employees, hierarchy of reporting structure, number of children/families served, community engagement, budget implications, and detail on outcome data.

Designed and Disseminated Qualtrics Survey

After these initial refinement efforts, Chapin Hall developed a Qualtrics survey to seek the outstanding data elements of the programmatic inventory. Chapin Hall completed user testing and disseminated a Qualtrics survey to 62 identified program leads and their respective Deputy Directors to collect missing information for the new programmatic inventory.

Significant effort was made to confirm the survey's empirical strength with Chapin Hall researchers and to ensure the identification of the most appropriate program lead for each program in advance of distribution. This way we could be sure the survey would not pose an unnecessary burden on DCFS staff.

Analyzed Survey Results

Chapin Hall received 50 survey responses covering 83 of the 148 programs, pilots, and initiatives listed in the original programmatic inventory. Four additional programs were added to the Inventory after respondents identified the gaps and provided information on each. The final Inventory analyzed totaled 152 programs, pilots, and initiatives.

To analyze these results, Chapin Hall first developed a definition for "**program**." For purposes of analysis, a "program" must:

- serve children and/or families,
- have designated staff,
- include identifiable outcomes, and
- be funded.

Chapin Hall distinguished these "programs" from "**core infrastructure**," which encapsulates the nonprogram entities in the programmatic inventory (such as community meetings, workgroups, assessment tools, and others). Once Chapin Hall distinguished between "programs" and "core infrastructure," we developed **five categories to sort all programs, pilots, and initiatives**. The categories and their definitions are:

1. **Elevate:** These are programs (as defined above) that Chapin Hall recommends the Department invest in, by seeking opportunities to expand or strengthen these programs.
2. **Sustain:** These are core infrastructure elements (as defined above) that Chapin Hall recommends continuing or sustaining.
3. **Consider Streamlining:** Programs and core infrastructure with overlapping target populations and objectives and spread across multiple deputy directors. There is an opportunity for the Department to consolidate.
4. **Need Additional Information:** These are programs for which Chapin Hall has outstanding questions regarding their purpose, infrastructure, or performance and therefore is unable to provide a recommendation without additional information.
5. **Unable to Assess:** These are programs or core infrastructure for which Chapin Hall did not receive a survey response.

Next, Chapin Hall developed a **framework for decision making** about each program, pilot, and initiative, by considering the following information:

- the program's alignment with the Department's vision for well-being (reviewing stated purpose and any information related to its collaborative and inclusive infrastructure);
- the program's impact by analyzing the number of children/families served in relationship to its budget;
- the program's outcome metrics and any available outcome data;
- the program's evidentiary support, if any;
- recommendations from key partners; and
- recommendations from key reports or audits.

Finally, after Chapin Hall sorted the programs and core infrastructure into their respective categories, we identified **outstanding needs** to support the effectiveness of each. Recommended needs fall into the following major categories:

- Data Management System
- Outcome Measures
- Staffing
- Budget
- PDO assistance to gather additional information

Limitations:

- Limited Timeframe
 - Chapin Hall disseminated the Qualtrics survey to all known program leads and their associated Deputy Directors, and received 50 out of 62 responses, covering 83 of the 152 total programs. Chapin Hall enlisted the support of Deputy Directors to collect missing survey responses and sent numerous reminders. However, within the time constraints of a 90-day audit, there was limited time for intensive follow-up on missing data. The recommendations submitted are based on the information we were able to collect. The PDO will have to collect the remaining data that is missing at the time of the final report submission.
- Outcome Data:
 - Very few programs or core infrastructure elements submitted outcome-related data and many do not collect outcome-related data. Due to the absence of this information, Chapin Hall was limited in its ability to evaluate the efficacy of the programs within the inventory. There is an opportunity for the PDO office to collect and evaluate outcome data in a more systematic way going forward.
- Difficult-to-Verify Data
 - Because of the wide array of programs and core infrastructure for which data was collected, along with the time constraints of a 90-day audit, Chapin Hall was unable to verify the information submitted through the Qualtrics survey. With additional time, Chapin Hall would be willing to follow up on submitted data to verify and further evaluate the submitted programmatic data elements.

RECOMMENDATIONS

1) Develop a Well-Being Continuum that Aligns with the Family First Opportunity to Transform DCFS



Traditionally, child welfare has been primarily recognized for its role in the safety and **“protection”** of children (whether that is achieved through in-home or out-of-home care) and facilitating pathways to **“permanency”** so that children and young people can live their lives in stable family settings that foster well-being and a sense of belonging. However, there has been a significant shift over the last 20 years, culminating in the passage of the 2018 Family First Prevention Services Act, recognizing that families and relative caregivers often provide the best homes for their children and families despite episodes of hardship that may bring them to the attention of DCFS. This acknowledgment has made **“prevention”** of both maltreatment and foster care entry another key priority for child welfare systems. As many child welfare systems embrace “prevention” as a core tenant of their work, it has become apparent that partnership across public agencies, CBOs, and within communities themselves are essential to keep families together and safe in their own homes. It is through these fundamental partnerships and the vision of the Los Angeles County Prevention Services Task Force that **Chapin Hall recommends the fourth priority of the child welfare well-being continuum: “Promotion”**. To successfully prevent maltreatment, but more importantly facilitate the circumstances for broadly positive community outcomes, Los Angeles County DCFS **must work with partners across the county to promote the health and well-being of its children and families.**

Each individual element of the well-being continuum reinforces and facilitates the successful implementation of the others.

2) Management of the Well-Being Continuum

Los Angeles County DCFS has a significant number of initiatives, pilots, projects, or strategies being implemented at any given time. **To better prioritize and effectively implement these efforts, DCFS should leverage the Project Development Office (PDO) and Outcomes Driven Advisory Team (ODAT) to manage and sustain the well-being continuum.** The PDO was formed to ensure alignment of initiatives and to implement project management best practices across the department's programs. ODAT is a team of DCFS managers tasked with reviewing and recommending initiatives/programs/pilots for inclusion into the project management portfolio. Both teams are critical to the management and sustainability of the well-being continuum.

3) Create an Office of Prevention Services

Office of Prevention Services:

The purpose of a prevention-oriented system is to increase upstream interventions that can decrease social determinants that negatively impact the health and well-being of children and families. This requires a robust, coordinated, collaborative, integrated, high-quality prevention system that leverages supports beyond what DCFS can alone provide. Prevention-oriented systems can promote positive outcomes, decrease racial and ethnic disparities in the child welfare system, and increase family and community strengths and protective factors.

As noted above, Chapin Hall recommends that the Department create an Office of Prevention Services to house all promotion and prevention-related programs, pilots, and initiatives to inform a coherent strategic direction in partnership with the Director. These programs are currently spread across five Deputy Directors. Creating an Office of Prevention Services will create an opportunity for leadership, oversight, focus and robust operation of these two vital and interrelated parts of the well-being continuum for children and families. **This Office should be charged with implementing the state required Comprehensive Prevention Plan (CPP), building collaborations with cross-sector partners, streamlining programs, securing needed funding investments, and creating and enhancing data management systems, CQI, and other needed infrastructure support.** Further, this Office should adopt the Transformative Vision and Logic Model drafted during the development of the CPP by a robust group of stakeholders and all child-serving Departments across the county.

Transformative Vision:

Led by children, families, and individuals, Los Angeles County commits to radically reimagining our prevention services continuum into one where power and resources are distributed equitably. In this future, supportive services are:

Easy to navigate,
Inclusive,
Comprehensive, and
Anti-Racist.

All Angelenos will proactively receive the support they need to live safe and healthy lives, through connection to accessible and effective services that are provided by trauma-informed professionals in their own neighborhoods and Tribal communities.

Logic Model:

The Los Angeles County Prevention Services Logic Model was developed in collaboration with cross-system partners. The model communicates a shared understanding of the current resources available across the county and illustrates how these and other new, innovative resources—such as those made possible by Family First—support the transformation of the current prevention services system into one that is easy to access, inclusive, community-based, and anti-racist. [The logic model connects all activities to the goals of increasing the provision of upstream interventions, increasing trust in the continuum of prevention services in the county, decreasing the number of children and youth entering and re-entering foster care, decreasing racial and ethnic disparities and disproportionalities in the county, and ensuring the well-being of all Los Angeles County adults, children, youth, and families.](#) Activities consist of infrastructure, practice supports, collaboration and coordination, services, and interventions, and Family First candidates/families. See Appendix A for the full Logic Model.

4) Recommendations by Framework

I. Best Practice Framework and Recommendations in Alignment with National Trends

The recommendations featured below represent a combination of information gleaned from recent reports and audits, child welfare best practice literature, and information gathered from the listening sessions with key partners.

The following represents 1) identified child welfare best practices, 2) Los Angeles County's progress on those best practices, and 3) Chapin Hall's recommendations for continued efforts in those best practice areas:

Congregate Care Reduction

- **Best Practice:** Mounting evidence suggests that congregate care generally results in worse outcomes for families, and that Black, multiracial, and Native youth are disproportionately placed in these settings. While nationally the child welfare system has seen a 35% reduction in congregate care placements over the past 10 years, Family First further disincentivizes unnecessary institutional care by restricting reimbursement opportunities solely for temporary placement and only for youth whose treatment plan aligns with the behavioral health services offered in an institutional placement (Casey Family Programs, 2022b).
- **Los Angeles County Progress:** Through the implementation of the Continuum of Care Reform (Assembly Bill 403) and the transition of California's facilities to Short-Term Residential Therapeutic Programs (STRTP), many of the congregate-care related provisions required in Family First are already in place for California's STRTP providers. There is still significant opportunity for Los Angeles County to refine STRTPs and the continuum of care for high-need foster youth. Specific recommendations and priority areas outlined by the Office of Child Protection can be found [here](#) (Nash, 2021).
- **Recommendation:**
 - o **Allocate Equitable Staff to Intensive Services Foster Care (ISFC):** There is disproportionate representation of DCFS staff involved in out-of-home care residential placement decisions relative to **Intensive Services Foster Care (ISFC)**. Partners commented that this imbalance may convey that DCFS prioritizes residential care. In order to communicate DCFS's investment in ISFC, there should be alignment in staffing allocation resources across the continuum of care.

Prioritization of Relative Care and Family-Like Placements

- **Best Practice:** Research suggests that children in relative care placements experience "fewer behavioral problems, fewer mental health disorders, better well-being, and less placement disruptions" than their peers in non-relative foster care placements (Winokur et al., 2014). Between 2007 and 2017, relative foster care placements rose nationally by 16%; Family First incentivizes relative foster care placements and created opportunities for reimbursement of evidence-based kinship navigation services (Williams & Sepulveda, 2019).

- **Los Angeles County Progress:** DCFS has demonstrated a commitment to prioritizing relative placements through its Upfront Family Finding (UFF) program. This program, which began as a pilot in two local offices, has expanded to more than 10 offices. UFF invests in specialized workers within the Permanency Partners Program to find and engage relatives for placement, connection, and ongoing support.
- **Recommendation:**
 - o **Expand Upfront Family Finding (UFF) Countywide:** DCFS should expand the UFF program countywide to ensure all youth in Los Angeles County have support finding relatives for placement and connection (DCFS included a proposal to expand UFF to the remaining DCFS offices in its submission to the CEO for ARPA Tranche II funds).

Equity-Driven Practice

- **Best Practice:** Families of color, particularly Black and Native American families, and LGBTQ+ children are overrepresented in the child welfare system and experience significantly disparate outcomes. In response to these inequities, child welfare leaders and researchers have begun to publicly acknowledge community-known truths about the racist and discriminatory elements of family separation (Minoff, 2018). Furthermore, many child welfare jurisdictions have started to embed equity principles into their mission, vision, and values. While few, if any, jurisdictions have effectively resourced or addressed racial and social justice efforts, it has become a key aspect of child welfare reform.
- **Los Angeles County Progress:** Los Angeles County broadly and Los Angeles County DCFS specifically have taken several steps to embed equity into core missions. A major step has been the establishment of the DCFS Office of Equity (OOE), which is tasked specifically with addressing disproportionality and marginalization of children of color, Native American youth, and LGBTQ youth.
- **Recommendations:**
 - o **Better leverage the Office of Equity (OOE):** Currently, the OOE does not have a centralized role across the Department. There are opportunities to add resources into the OOE to ensure equity-related efforts are meaningfully embedded into all levels of DCFS. Specifically, internal DCFS staff (from leadership to line staff) require additional training related to racial equity and the historical context of racial disparities in the child welfare system.
 - o **Develop clear outcomes and metrics for the Eliminating Racial Disproportionality and Disparities (ERDD) Initiative:** Partners suggested that ERDD would benefit from clearer and more transparent deliverables, metrics, and tracking to demonstrate their impact and to support their ability to adjust and adapt as necessary.

Lived-Expertise & Youth Empowerment

- **Best Practice:** As child welfare systems and their leaders recognize the need for systems change, there have been efforts to work with the communities most impacted by the system to redesign it. This has manifested in a variety of community engagement strategies including focus groups, advisory boards, and paid positions of persons with lived experience.

- **Los Angeles County Progress:** Parents in Partnership (PIP), is a Los Angeles County DCFS program that pairs parents who recently lost custody of their children and parents whose children are not in the foster care system permanently with parents who have successfully navigated the child welfare system. These Parent Partners are DCFS employees and are trained in parental rights and responsibilities, grief and loss, communication, cultural awareness, family violence, and child abuse reporting. Los Angeles County DCFS was also selected to participate in "Thriving Families, Safer Children," a national effort to transform child welfare systems through intentional and coordinated investment in a full continuum of prevention. A key aspect of this initiative is engaging a diverse set of stakeholders, specifically families with lived expertise, to codesign this transformed system. Furthermore, in 2020, the Youth Commission was launched to advise the Los Angeles County Board of Supervisors and other county departments on policy decisions, budgeting, and programmatic strategies that directly impact the county's youth and their families.
- **Recommendations:**
 - o **Expand opportunities for youth decision making:** A number of LA County reports (the Office of Child Protection Strategic Plan, recommendations from the STRTP Task Force, and the MAT Evaluation) and initiatives have identified the importance of expanding opportunities to empower youth to have an active role in decision making in their cases.
 - o **Provide DCFS mentorship to youth commissioners:** The Department should consider initiating a mentoring model that pairs each youth commissioner with a DCFS mentor to ensure youth leaders feel prepared and equipped to contribute to any initiative or project they participate in.

Leveraging Research and Data to Inform Best Practices

A. Evidence-Based Services

- **Best Practice:** By providing new reimbursement opportunities for a select group of evidence-based practices, Family First represents a full-scale investment in services with a strong evidence base. As such, Family First incentivizes state investment in services that are empirically proven to be effective with families. While advocates have pointed out that most of the current Clearinghouse-rated, evidence-based models are not culturally specific, there are notable efforts across jurisdictions to build evidence for programs developed with and for specific ethnic and racial populations.
- **Los Angeles County Progress:** LA County DCFS, the Department of Mental Health (DMH), and the Department of Public Health (DPH) have a long history of implementing and contracting for evidence-based services and are opting in fully to the implementation and expansion of the California Department of Social Services (CDSS) Family First array of interventions.
- **Recommendations**
 - o **Invest in building the evidence of the Cultural Brokers program:** Cultural Brokers is a volunteer program in which African American community members with knowledge of DCFS and Children's Court systems help families understand the procedures and

expectations of the child welfare system. One of the stated goals of this program is to reduce the disproportionality of Black children in the Los Angeles County child welfare system. DCFS should analyze and invest in building the evidence of this program to elevate for Clearinghouse consideration or simply review of efficacy.

- **Seek additional information regarding Effective Black Parenting:** Effective Black Parenting is a culturally specific skill-building intervention for parents of African American children. It is rated “promising” on the Title IV-E Prevention Services Clearinghouse. DCFS should recommend this intervention be included in a future version of the California Family First Prevention Plan and participate in the required program evaluation. Based on the programmatic survey responses, this intervention is being administered by community-based organizations and DCFS has no dedicated staff, a \$2,500 budget, and no data system to monitor outcomes. Chapin Hall recommended PDO seek additional information about how DCFS currently leverages this program and whether DCFS should have an ongoing role in the administration of the intervention.

B. Data-Driven Improvement

- **Best Practice:** Beyond employing services with a strong evidence base, jurisdictions across the nation are collecting data to measure and improve upon day-to-day practice. In alignment with target outcomes from the Child and Family Services Reviews (CFSRs) and outcomes prioritized by each jurisdiction, child welfare agencies are better leveraging quantitative and qualitative data to inform continuous quality improvement.
- **Los Angeles County Progress:** The 2014 Blue Ribbon Commission on Child Protection Final Report suggested that the Los Angeles County child welfare system “reflects a culture driven by crisis, not data” (2014). As a result of this report, the Office of Child Protection was established and has since developed a data sharing system to share client information across a number of county departments (Office of Child Protection, 2015). While this data sharing system represents a significant improvement for DCFS, there are still opportunities to better analyze existing data and to create corresponding action steps or programmatic decisions based on available data.
- **Recommendations:**
 - **Improve project management:** Multiple community-based service programs need clearer and more transparent deliverables, metrics, and tracking to support their ability to adjust and adapt as necessary. **Adoption Promotion and Support Services (APSS), Family Preservation (FP), and the Eliminating Racism, Disproportionality, and Disparities (ERDD)** initiative would all benefit from increased quality project management.
 - **Improve data collection and utilization:** Each program needs clearly articulated outcomes, quality measures, and a process to analyze and make decisions about adapting, scaling, or sunseting. DCFS must commit to improving in these areas to ensure quality programs.
 - **Improve IT and tracking systems:** The **Dependency Investigations Unit** and the **Adoptions Division** both require enhanced data management systems to better track families served and the associated metrics needed to evaluate their unit/division’s effectiveness.

- **Ensure new initiatives align with data and demonstrated need:** Partners suggested that many DCFS initiatives are launched directly following high-profile fatalities of children in DCFS care. While corrective action is essential, partners suggested that new initiatives should be data informed.

C. Implementation Science

- **Best Practice:** As evidence-based practices have risen in use in child welfare and across human services, there has been corresponding attention to the methods, strategies, and frameworks to drive successful implementation. The four implementation stages articulated by the National Implementation Research Network (NIRN) are Exploration, Installation, Initial Implementation, and Full Implementation (National Implementation Research Network, 2013).
- **Los Angeles County Progress:** Los Angeles County DCFS has a significant number of initiatives, pilots, projects, and strategies being implemented at any given time. In order to better prioritize and effectively implement these efforts, DCFS should leverage the Outcomes Driven Implementation Structure (ODIS), and specifically should reengage the Outcomes Driven Advisory Team (ODAT), a team of managers from throughout the Department tasked with reviewing and recommending initiatives for inclusion into the portfolio. This structure will ensure that DCFS aligns more closely with the methods and strategies of Implementation Science.
- **Recommendations:**
 - **Leverage the Project Development Office (PDO) and the ODAT to track DCFS programs, pilots, and initiatives:** DCFS must provide adequate staffing and resources to the PDO and ODAT to ensure the continual and ongoing assessment of program effectiveness moving forward.
 - **Follow all implementation stages for priority initiatives before investing in new initiatives:** Partners suggested that few projects are scaled beyond the pilot stage and that the extensive number of pilots results in 1) programmatic overlap between their shared goals, 2) duplicated efforts, or 3) projects at odds with each other. Using clear metrics, DCFS should identify effective pilot initiatives and scale and invest in those before starting new ones.

Partnership and Collaboration to Build a Well-Being Continuum that Holistically Addresses the Needs of Families

A. Partnership with Community-Based Organizations, Partner Agencies, and the Community

- **Best Practice:** Child welfare jurisdictions around the country have invested in interagency collaboration and have sought to strengthen their relationships with the community. Jurisdictions have recognized that collaborating across child-serving entities results in a more comprehensive array of services and supports for families. Evaluation of the Children’s Bureau-funded “Systems of Care Initiative”—an effort to test the efficacy of developing comprehensive and collaborative systems of care—suggests that the community, agency partners, and child welfare systems all saw value in this model; services offered to families nearly tripled in participating jurisdictions (Administration for Children and Families, 2010).

- **Los Angeles County Progress:** Los Angeles County DCFS has invested in a number of initiatives to elevate interagency partnerships and opportunities to strengthen its relationship with the Los Angeles community. One example is the Linkages program, a joint program with the Department of Public Social Services (DPSS) and DCFS to provide complementary supports to families receiving Family Maintenance, Family Preservation, or Family Reunification services through DCFS. As previously mentioned, “Thriving Families, Safer Children” is a national effort to transform child welfare systems through intentional and coordinated investment in a full continuum of prevention services across a diverse set of stakeholders. The Office of Prevention Services Task Force is another initiative responsible for developing a comprehensive community-based prevention services delivery system across Los Angeles County services. Finally, the Los Angeles County Departments of Children and Family Services, Probation, and Mental Health, in partnership with other county agencies and community partners, have been working together to plan for the implementation of the Family First Prevention Services Act (FFPSA).
- **Recommendations:**
 - **Improve community-based organization (CBO) partnerships:** A trusted network of community-based organizations is crucial to providing effective promotion and prevention services. DCFS must renew a commitment to breaking down silos and elevating CBOs as full partners in prevention efforts.
 - **Share responsibility for child and family well-being with partners and communities:** Across a number of interviews, participants suggested that in order to implement the expanded well-being continuum, DCFS should no longer be the sole entity responsible for ensuring child safety and well-being needs. DCFS should seek formal and informal strategies for enlisting partners to commit to sharing in the responsibility that children are safe and well.
 - For each key partnership, DCFS should work with partners to develop a **cross-agency plan for collaboration**, including a shared vision, a shared scope, and a clear and consistent DCFS point of contact.
 - DCFS should consider opportunities **for shared training with agency- or community-based partners**. Interviewees suggested that cross-sector trainings have been successful and could be an effective strategy for relationship building across agencies.
 - **Increase external awareness of DCFS services and programs:** Interviewees indicated that DCFS provides high-quality presentations to the Board and County leadership on programs and initiative efforts, but this information is rarely disseminated any further. In order to partner effectively with DCFS, community-based organizations, partner agencies, and the community at large require a better understanding of the continuum of services provided by DCFS.
 - **Better utilization of the DCFS-DPSS Linkages Program:** The interagency partnership program, *Linkage*, is a key strategy for building agency partnerships. However, DPSS partners indicated that their staff are unfamiliar with the program and there is an opportunity for training/education to ensure this cross-agency opportunity is better utilized.
 - **Include the Child Support Services Department in the Risk Stratification Pilot:** The Child Support Services Department endorsed the initiation of the Risk Stratification Pilot,

but suggested that the Department should collaborate with CSSD to ensure the pilot is effective.

- **Partner with the Department of Youth Development (DYD) for promotion and prevention efforts:** Partners suggested that the DYD was an appropriate vehicle for expanding the promotion and prevention continuum in Los Angeles County. The Department should intentionally partner with DYD in these efforts.
- **Streamline contracting process:** Partners suggested that the current DCFS contracting process is unnecessarily cumbersome and should be streamlined to facilitate additional and better relationships with contracted partners.

B. Economic and Concrete Supports

- **Best Practice:** There is a growing body of evidence to suggest that economic and concrete supports play a key role in reducing both child maltreatment and family involvement in the child welfare system (Anderson & Grewal-Kok, 2022). While some aspects of the existing child welfare system provide these supports (such as through flexible funds, vouchers, and others), leaders are recognizing the importance of partnering across agencies and with communities to help families navigate existing basic need-related resources that are essential for family stabilization and well-being.
- **Los Angeles County Progress:** The newly established Poverty Alleviation Initiative is working with Los Angeles County community, philanthropic, and other partners to address poverty and financial insecurity. DCFS will be a key partner in this initiative and has articulated in the Comprehensive Prevention Plan that poverty screens, benefit navigation, and economic and concrete supports will be crucial aspects of its reimagined child welfare system.
- **Recommendation:**
 - **Enhance economic and concrete supports for the Family Preservation (FP) program:** Probation partners suggested that the **Family Preservation** program could be even more effective for families if there were additional resources for concrete supports, including housing or rental assistance.

C. Community Pathways

- **Best Practice:** Many jurisdictions engaged and partnered across agencies and with communities to develop their Family First Statewide Prevention Plans. Through this engagement, it became clear to a number of jurisdictions that child welfare cannot and should not be the sole entity guiding prevention-related efforts; in fact, other public agencies and the community have more experience, relationships, and trust—all essential for designing a well-being system. These jurisdictions are seeking to leverage that expertise and to develop a different experience for families by creating a “community pathway to service.” This innovative pathway is an attempt to leverage the trust and relationships of the community and the resources of Family First and other funding sources to provide supportive resources and services to families at risk of child welfare entry, but with no direct involvement with child protection (Thomas, 2022; Casey Family Programs, 2022a).
- **Los Angeles County Progress:** In the California Statewide Prevention Plan, the State articulated a community pathway to services by leveraging Title IV-E-contracted Family Resource Centers

and other community-based organizations that have strong relationships with the community. These agencies will serve as the preferred entities for public and private agencies to connect children, youth, and families for an assessment of strengths and needs and, with IV-E approval, referral to services. Los Angeles County DCFS intends to follow this model to ensure families can access services through trusted centers and providers without requiring a contact with the Department.

- **Recommendations:**

- **Explore and embrace a community pathway for prevention services:** For the reimagined continuum that includes promotion and prevention to succeed, DCFS must continue to develop the Family First community pathway model for prevention. They must also work towards the cultural shift necessary for the community to see DCFS as a trusted source invested in prevention.
- **Utilize the DCFS helpline for Family First community pathway implementation:** Partners suggested that the DCFS Helpline has been a successful example of prevention in Los Angeles County and the Department should leverage it for the implementation of the Family First community pathway.

Investing in the Workforce to Carry Forward this New Vision of Child Welfare

- **Best Practice:** The initiatives, reforms, and innovations described above require a strong and engaged workforce with appropriate training, supervision, and resources to implement this new vision for child welfare. Child welfare systems and their workforces have long been synonymous with child protection; a shift to focusing on family well-being is significant. It requires intentional and systematic support to bring the workforce along for this transformation. However, over the past 15 years, child welfare worker turnover has been estimated to be between 20% and 40%. Thus, it is a challenge to sustain innovations with integrity (along with maintaining reliable, trusted and strong relationships with youth and families; APHSA, 2005). Below are some of the ways in which jurisdictions are investing in their workforce to improve recruitment and retention:
 - Training and workforce development
 - Specifically trauma-informed practice
 - Supportive supervision
 - Data-driven caseloads and capacity planning
 - Investment in prevention-oriented practice models
 - Appropriate compensation
- **Los Angeles County Progress:** Recent reports have highlighted opportunities for workforce development within Los Angeles County DCFS, including the 2019 State Audit and the 2014 Blue Ribbon Commission on Child Protection Final Report. Since the inception of the OCP, there have been efforts to address several workforce-related priorities including:
 - Improving the skills of staff interviewing children
 - Retraining social workers on the proper use of Structured Decision Making
 - Improving the investigation skills of social workers at the front end and beyond
 - Improving the capacity to assess needs and progress made throughout the span of the case
 - Maintaining manageable social worker caseloads

- **Recommendations:**
 - o **Build DCFS staff understanding of trauma-informed practice:** Partners suggested that DCFS staff require additional trauma training to understand and respond to youth and family behavior more effectively.
 - o **Ensure programs are adequately staffed with multilingual CSWs:** Partners suggested the need for additional bilingual staffing across Los Angeles County, but specifically Service Planning Areas 6 and 8 require additional bilingual staffing for the **Family Preservation Program**.
 - o **Comprehensive review of Integrated Core Practice Model:** The Department should complete a comprehensive review of **the Integrated Core Practice Model** to determine whether it aligns with a prevention-oriented system. Ensuring alignment between the DCFS practice model and DCFS' vision for transformation will be essential in facilitating a shift in workforce culture toward prevention.

II. Staffing Framework Recommendations for Motion-Named Unit, Section, Division

Cross-Cutting Recommendations

- **Build support staff into MOU Yardstick and union negotiations:** Across staffing interviews, DCFS employees articulated the importance of ensuring there are adequate support staff within each unit, division, bureau, etc. The Department should develop an MOU yardstick for support staff positions and include support staff positions in union negotiations.
- **Differentiate CSW Titles to Allow for Variation in MOU Yardstick:** Currently all CSWs have the same caseload ratio despite the range of expectations and intensity across units. DCFS should explore differentiation in job titles so that caseload ratios can be negotiated in alignment with the variations across positions.
- **Allocate Primary and Secondary Staff Positions for Regional Administrators (RAs):** Currently RAs are given an annual total of CSWs to allocate across units, but some CSWs will serve in primary roles and some will serve in secondary roles. To provide RAs with adequate staffing across units, DCFS should specify to RAs the annual number of primary and secondary staff.
- **Ensure All Units have Effective Data Management Systems:** The Dependency Investigations Unit and the Adoptions Division both require enhanced data management systems to better track families served. These units also need associated metrics to evaluate their unit/division's effectiveness.
- **Develop Incentives for Primary Role on Cases:** Staff articulated that primary CSWs on a case experience burn out and seek positions where they are secondary CSWs on a case and/or seek positions with smaller caseloads. DCFS should offer incentives to remain in positions that are primary on a case. Staffing these positions with reliable and high-performing CSWs is essential for effective casework.

Unit, Section, and Division-Specific Recommendations

A. Multi-Agency Response (MART) Unit

- **Hire Vacant CSA2 Position to Support ARA:** The current ARA is managing both the programmatic responsibilities required to sustain MART as well as spearheading the relationship-building with Law Enforcement Agencies necessary to expand the program. DCFS should hire a CSA2 position to divide these responsibilities.
- **Develop Swing Shift to Facilitate Enhanced Scheduling Regularity:** Technical coverage for the MART unit is from 7 a.m.-7 p.m., but due to the nature of this unit, there is significant activity afterhours. Because there is no designated shift for the afterhours work, staff often work overtime or must complete a double shift on an ad hoc basis. In order to facilitate more regularity for MART unit CSWs and SCSWs, a swing shift (10 p.m.- 4 a.m.) should be added to the schedule.
- **Differentiate MART Unit CSWs from other CSWs:** The current MOU Yardstick for CSWs is 1:16 and is 1:6 for SCSWs, but because of the intensity of this specialized division, a lower caseload ratio would be more appropriate. The Department should consider a different job title for the MART workforce so that the union can negotiate in a more individualized way for the specific needs of MART CSWs and SCSWs.
- **Monitor MART Unit Staffing:** There are 41 additional Law Enforcement Agencies that MART is seeking to develop partnerships with over the next year. As those agencies are added, MART may need additional staff to continue to perform at a high-level.

B. Medical Case Management Section (MCMS)

- **Differentiate MCMS CSWs from other CSWs:** The current MOU Yardstick for CSWs is 1:16 and is 1:6 for SCSWs, but because of the intensity of this specialized section, a lower caseload ratio would be more appropriate. The Department should consider a different job title for the MCMS workforce so that the union can negotiate in a more idealized way for the specific needs of MCMS CSWs and SCSWs.
- **Incentives to Remain CSWs and SCSWs for MCMS:** MCMS leadership has observed CSWs leave MCMS for positions with smaller caseloads and for which they are secondary caseworkers. At present, there are 8 CSW vacancies and 1 SCSW vacancy. There can be “deadly consequences” for medically fragile children when the MCMS is understaffed. The Department should consider incentives to encourage CSWs and SCSWs to join or remain part of the Medical-Case Management Section.
- **Expand Role of Public Health Nurses:** Visitation coordination can be incredibly difficult in the MCMS. This is particularly true if a child has been removed for medical neglect because caregivers must be trained and MCMS social workers must monitor visits. Some children remain in the hospital or a group home simply because MCMS cannot secure training for caregivers. The Department should seek to expand the role of public health nurses to support MCMS CSWs to provide hands-on training to caregivers to increase safe visitation opportunities.
- **Assign Visitation Administrator to MCMS:** Each regional office has an administrator that supports visitation, but because MCMS is a co-located section it does not currently have that resource. The Department should invest in a visitation administrator for the MCMS.

C. Adoptions Division

- **Assign Additional BIS Staff to Adoptions Division to Finalize AIMS System:** The Adoptions Division uses a manual tracking system; this results in error and because it is point-in-time there is an inability to review historical information. For two years there has been a prototype for an improved internal tracking system, AIMS. An additional BIS staff should be assigned to the Adoptions Division to refine and finalize the AIMS system to allow for effective data tracking.
- **Differentiate All Positions within Adoptions Division for More Accurate Union Negotiation:** There are eight sections within the Adoptions Division, all of which have different programming and responsibilities; however, the union only reviews the staffing levels of the Adoptive Placement CSWs. For the 2023 union review and negotiation, all positions within the Adoptions Division should be evaluated for appropriate staffing ratios.
- **Increase Adoptions Division Staffing:** The Adoptions Division is understaffed and has submitted a program request for the upcoming fiscal year. As a result of this understaffing, the Adoptions Division is unable to move cases forward to adoptive placement in a timely fashion and high caseloads result in overtime for staff to complete regular business activities. The Department should fully staff the Adoptions Division so that it can provide Adoptions-related services more effectively. (See Appendix E for specific staffing requests)
- **Increase Central Clerical Staff Section:** The Adoptions Division indicated that the central clerical staff section is understaffed. These clerical staff are essential to address the existing backlog of cases and to move cases forward quickly.

D. Dependency Investigations Unit

See REDCap survey result summary for each DIU regional office in Appendix D

- **Allocate BIS Resources to Improve DI Tracking Report (SITE):** DIU staff articulated that the current method for tracking DI cases does not provide an accurate reflection of DI workload, in part because it only tracks the assignment of new petition filings and does not capture the cases that carry over to subsequent months. The Department should allocate BIS resources to improve the SITE tracking report.
- **Allocate Support Staff to all Dependency Investigations Units:** Support staff, including Adoptions Assistants (AAs) or Dependency Investigator Assistants (DIAs) are crucial to the DI section and to ensuring the goal of permanency. The Department should allocate at least one support staff to each DIU.
- **Allocate one DI CSW to Each Specialized Unit:** All specialized units would benefit from having a DI, in particular the **Sensitive Case Unit** and the **Deaf-Services Unit**. The Department should ensure these two units and, if possible, all specialized units have an assigned DI.

III. Programmatic Framework Recommendations

Information gathered through the programmatic inventory led to the development of a framework that ensures all programs are **aligned with the continuum of well-being** and categorized based on the content provided by the program lead or information previously gathered by the PDO. As expected, many programs fall across multiple areas of the continuum.

Chapin Hall sorted all programs, pilots, and initiatives into five categories of recommendation:

- **Elevate:** Programs that Chapin Hall recommends the Department invest, expand, or strengthen. These programs serve critical populations, aim to reduce disparities and disproportionality, are

aligned with the Promotion area of the well-being continuum, provide a core service of the Department, elevate the perspectives of those with lived experience, are evidence-based practices, or are mandated by federal or state authorities.

- **Sustain:** Core infrastructure programs/initiatives/workgroups that Chapin Hall recommends continuing.
- **Consider Streamlining:** Programs and core infrastructure with overlapping target populations and/or objectives and spread across multiple deputy directors. The Department has an opportunity to consolidate these.
- **Need Additional Information:** Programs missing critical survey responses regarding purpose, infrastructure, or performance and Chapin Hall is unable to provide a recommendation without additional information.
- **Unable to Assess:** Programs Chapin Hall did not receive a survey response for and is unable to assess.

Chapin Hall received 50 out of 62 survey responses, covering 83 of the initial 148 programs in the inventory. Four programs were added to the initial inventory per respondent suggestion, increasing the final total to **152** items for analysis. Following Chapin Hall's analysis and categorization of inventory items as **'program' or 'core infrastructure'**, the total number of **programs** (as defined on page 17) directed by Los Angeles County DCFS was **128** and the total number of **core infrastructure** was **26**. Chapin Hall also identified the total number of **pilot programs** as **9** (included in the program total).

Figure 2. Programs vs. Core Infrastructure

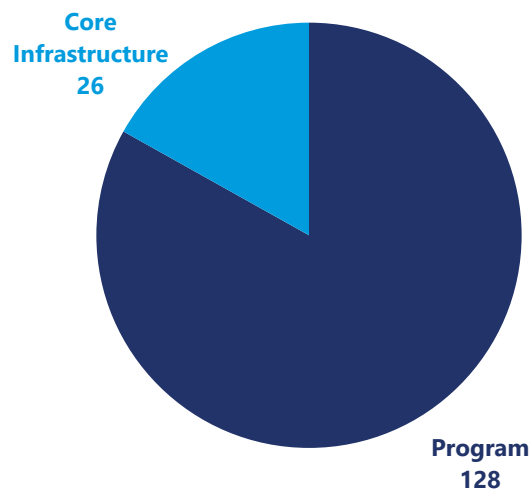


Figure 3. Total Programs, Pilots, and Initiatives by Recommendation

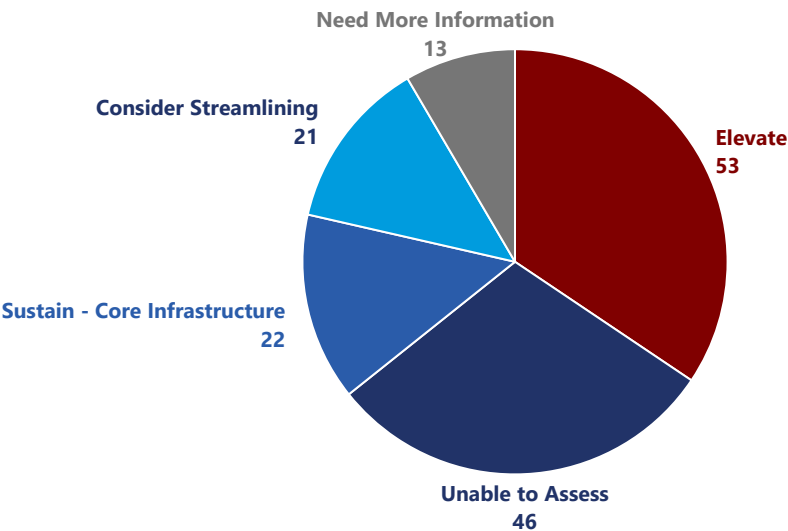
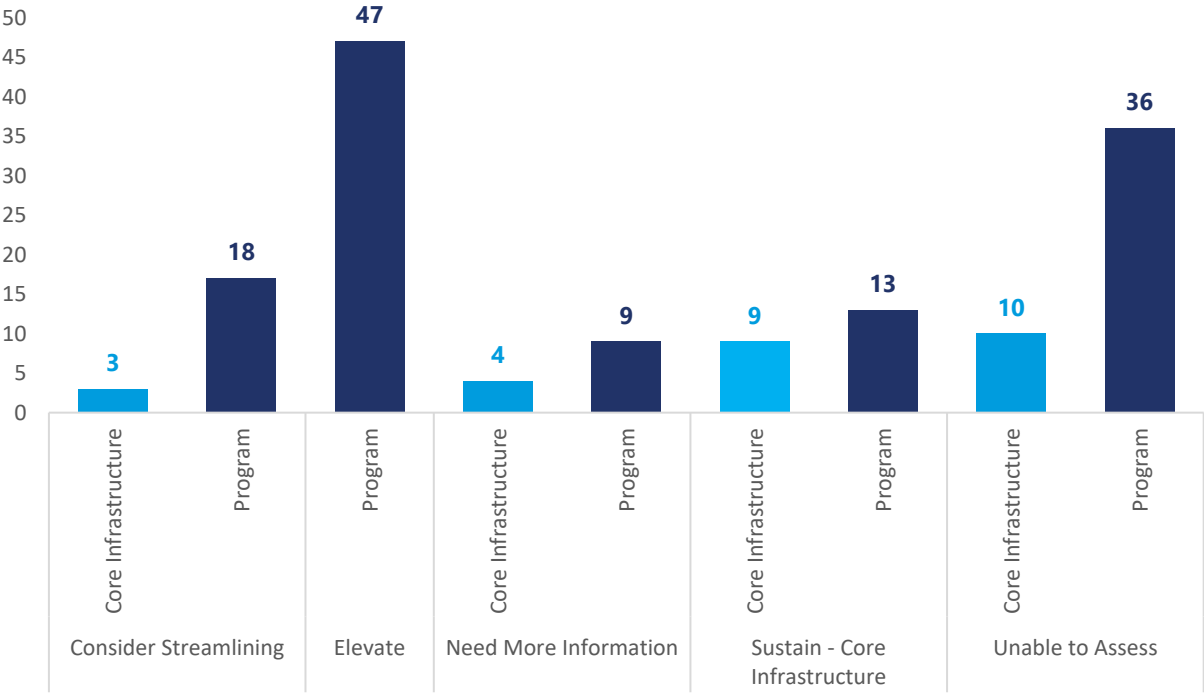


Figure 4. Program vs. Core Infrastructure by Recommendation



Recommendations: After reviewing the breadth of programs Los Angeles County operates, Chapin Hall recommends that the Department create an Office of Prevention Services to house all prevention-related programs, pilots, and initiatives to inform a coherent strategic direction in partnership with the Director.

1. Programs to Elevate

- a. Based on the information captured in the programmatic inventory, Chapin Hall recommends that the Department invest in 47 programs, including one pilot program.
- b. Charts and Figures:

Figure 5. Programs to Elevate, Mandated vs. Non-Mandated

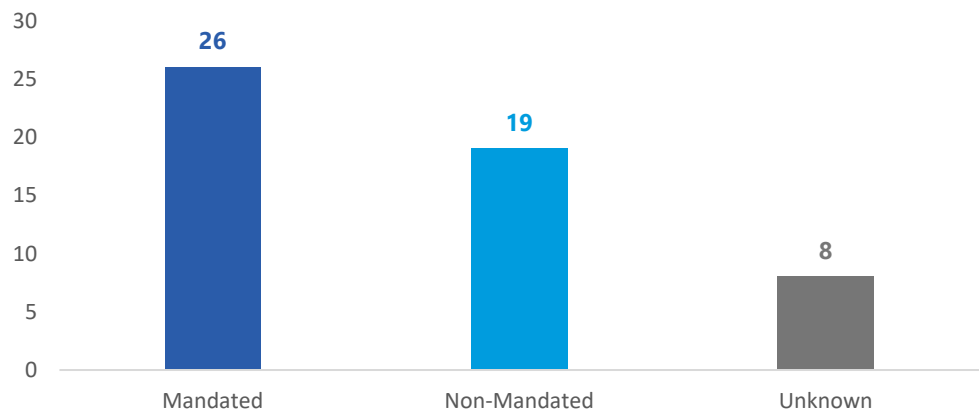


Figure 6. Programs to Elevate, Staffing Levels

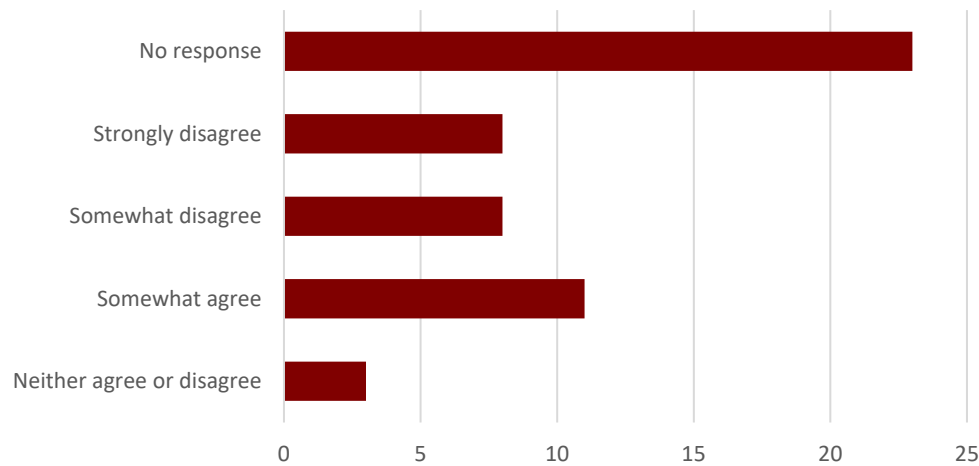


Figure 7. Programs to Elevate by Deputy Director/Senior Deputy Director

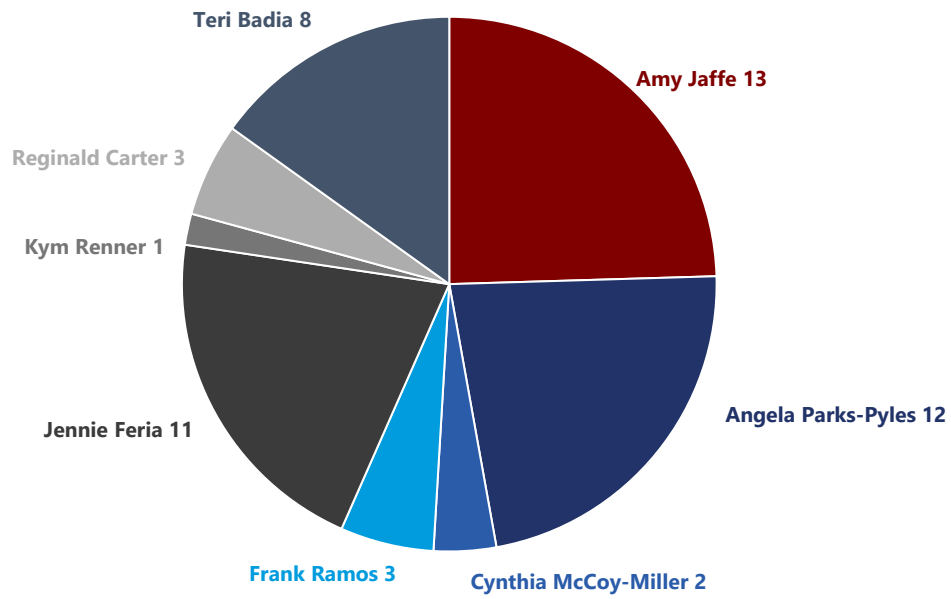


Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Psychiatric Hospital Discharge Planning	Teaming with other professionals in an effort to identify strategies to help stabilize youth's mental health.	Critical collaboration with DMH	Outcome measures to track improved mental health linkage post discharge for psychiatrically hospitalized children and decreased psychiatric hospitalizations
Qualified Individual Assessments/Interagency Placement Committee Screenings	Identify appropriate placement settings and supports based on an assessment of the youth's needs.	Critical collaboration with DMH	Outcome measures to track decreased placement timeframes in congregate care
Child Family Team Meeting - SB1, -, Santa Fe Springs; SB2 Santa Clarita, Van Nuys, West Los Angeles, West San Fernando Valley; SB3 Lancaster, Palmdale; SB4 El Monte, Specialized Programs, Pomona, Wateridge, Hawthorne	The CFT process is a solution-focused approach meant to draw on the family's history of protection and ability to solve problems. The information helps families develop their vision for their future and assists them in gathering a formal and informal support network (team) that will be available to them after termination of formal services.	Parent/youth driving plan; collaboration among family supports; best practice	PDO assistance to gather information Outcome measures to track occurrence; family/youth participants; network of support participants; and development of plan Data management system
Child Family Team Meeting - SB1 Torrance; SB2 Metro North, Vermont Corridor; SB4 Glendora, Pasadena	See above.	Parent/youth driving plan; collaboration among family supports; best practice	Outcome measures to track occurrence; family/youth participants; network of support participants; and development of plan Data management system
Mentoring Leadership Project/New Worker Mentoring Program	Provide practice support to new workers and new supervisors. This involves matching new hires to volunteer mentors, hosting a monthly support meeting, providing coaching and facilitation support with difficult cases, and fielding practice questions from regional offices.	Workforce retention and support strategy	Outcome measures surveying mentees to provide feedback and recommend enhancements; retention rates

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Education Specialist Services Program	To provide education support for DCFS staff in addressing the educational needs of youth in foster care.	Collaboration with educators	Outcome measures to track number and percentage of students provided services; numbers and percentages of decreased and reversed expulsions/suspensions; and opportunity transfers Explore possibility of increasing staffing level - 1 FTE coordinating program for more than 8,000 children/youth
Family Bonding Program	Improve family time (visitation) practices.	Federally required practice	Outcome measures beyond participation rates and satisfaction survey; improve the efficiency and effectiveness of family visitations
Parents in Partnerships (PIPs)	Provide mentorship to parents.	Parents with lived experience supporting parents currently engaged with child welfare; critical program	Data management system to track assignment of a PIP to a parent Budget is reportedly overspent; look into costs to sustain Outcome measure needed to obtain feedback from supported parents

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Substance Use Disorder-Trauma-Informed Parent Support (SUD-TIPS) Program	To provide SUD services to DCFS parents. The purpose of SUD-TIPS is to co-locate CENS staff in DCFS regional offices to ensure greater access to trauma-informed services, MH prevention and early intervention services for DCFS-served adult parents.	Community-based program; DPH & DMH collaboration; explore Title IV-E reimbursement for CENS substance abuse counselors in DCFS offices using Motivational Interviewing	Additional funding to co-locate CENS counselors in DCFS regional offices (explore Title IV-E as long-term solution, need short-term solution)
LGBTQ+ Tailored Services to Youth Program	The LGBTQ+ Program continually tracks and assesses data to improve the safety, well-being and permanency of youth who identify as LGBTQ+. The program's short-term purposes include affirming services, placements and decreasing rejection LGBTQ+ youth often experience as part of the child welfare system. The purpose includes decreasing disproportionality and disparities LGBTQ+ youth experience.	Decreasing disproportionality and disparities of critical population; good outcomes data and management system informing process	Staff needed – 1 FTE with no support staff managing \$3.6M (underspent) and supporting 120 children and families annually
Every Student Succeeds Act (ESSA) School Transportation Pilot	To provide private transportation to school-of-origin for youth in foster care.	Promoting educational well-being of foster youth; federally mandated program; review outcomes data and elevate from pilot to sustained program	Additional staff needed – \$2.8M budget supporting more than 440 youth annually Outcome measures tracking youth educational outcomes need to be reviewed

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Family First Prevention Services Act	The Family First Prevention Services Act (FFPSA) is a major initiative from the federal government regarding the funding of preventative services provided by DCFS. The initiative is to be fully enacted in the future and will require that services are evidence-based.	Includes primary prevention pilot, EBPs for EPY youth, and community pathway; cross-sector collaboration; engaging lived experience; no response to the survey	Currently a series of implementation workgroups developing a Comprehensive Prevention Plan with all county child-serving departments; awaiting CARES to track identified outcomes; not yet a program, will need staff to oversee and approve candidacy determination from community pathway Consider streamlining all prevention programs under one Deputy Director
Joe Torre Safe at Home (Margaret's Place)	The students are usually referred through self-referral or by school staff. The Margaret's Place counselors provide 12 to 15 sessions per week. Margaret's Place has been focusing on increasing parent awareness through parent workshops. Purpose is to provide education, prevention, and intervention services to students of two Los Angeles County high schools regarding domestic violence, relationship violence, and child abuse.	Critical population; collaboration with schools	Program has an end date in 2025; would be good to review outcomes data and consider expanding to other schools. Need to understand how DCFS supports this program – is the 1FTE tracking engagement and outcomes? The "other info shared" survey response indicates we don't know how many of the youth supported are DCFS involved.

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Coordinated Services Action Teams (CSAT)	Ensuring that DCFS' youth are connected to traditional and non-traditional services and supports to elevate stabilization and overall well-being.	Connecting youth to services; plan to expand CSAT to coordinate referrals for Family First candidates with open DCFS cases	Financing to expand to FM & VFM cases across the county; opportunity to tap IV-E Family First case specific administrative reimbursement up to 50%
Cultural Brokers/ERDD Champions	Left blank.	Was noted to be evidence-based but has a "not able to be rated" rating on CEBC and is not in Title IV-E Clearinghouse	Staff needed; explore additional financing needs – only \$200,000 budgeted and was overspent in FY21; purpose was blank in survey response Consider streamlining all prevention programs under one Deputy Director
CPH and DMH Partnership for Prevention	Teaming and collaboration with DMH to address the underlining mental health and psychological needs of children brought to the attention of DCFS when other resources and child abuse/neglect investigations cannot address the presenting issues.	Collaborative mental health program with DMH and CPH; started as a pilot and grew to co-located DMH staff at Hotline and MDT to link with services quickly	Budget and data management system to monitor uptake of services and outcomes; consider streamlining all prevention programs under one Deputy Director

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Countywide Youth Bridges Program also known as Philip L. Browning Youth Worker Program	The Countywide Youth Bridges Program is a Los Angeles County Board of Supervisors mandated/Department of Human Resources led initiative to place youth into paid work experience in County departments. DCFS is required to provide 160 hours of work experience to a DHR-specified annual number of youth.	Initiative to place youth into paid work experience Workforce and youth well-being strategy	Budget and data management system to monitor youth engaged and retained in positions long-term
Community Prevention Linkages (CPL)	This program offers beneficial community-based resources to families who do not meet the threshold for abuse or neglect allegations and where there is no nexus for a child abuse investigation.	Critical cross-sector collaboration with DMH and multiple CBOs	Consider placing all prevention related programs under one Deputy Director, they are currently spread across three DDs. (P&A, PFF, CAPIT, Cultural Brokers/Parks-Pyles, CPL/Carter, DMH Expansion/Badia) Staffing needs – 4 FTE supporting more than 6,000 children in FY21; data management system to track outcomes of children/families that engage in services
Campership Program	Enrichment.	Building self-esteem and promoting well-being of youth	Consider expanding for youth in home with FM or VFM case

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Prevention and Aftercare Services (P&A)	Prevent child abuse and neglect and increase protective factors.	Exploring including Motivational Interviewing EBP as an engagement strategy and tapping IV-E funding as part of Family First	Staffing – 4 FTEs supporting more than 17,000 children in FY21; confirm outcome measures and data management system and data management system are monitored by UCLA and Family Centered Services database Consider streamlining with other prevention programs and placing under one Deputy Director
Partnership for Families (PFF)	Prevent child abuse and neglect and increase families protective factors.	Critical 0-5 population; exploring including Motivational Interviewing EBP as an engagement strategy and tapping IV-E funding as part of Family First	Outcome measures and data management system to understand how many families are sustained and never have a foster care case Consider streamlining with other prevention programs and placing under one Deputy Director
Family Preservation Program (FP)	The purpose of Family Preservation Program is to provide home-based individualized services to assist in addressing the needs of families that are at high risk and reduce the recurrence of maltreatment.	Intact families receiving home-based services	Staffing – 12 FTEs supporting more than 14,000 children in FY21 Consider streamlining with other prevention programs and placing under one Deputy Director
Child Abuse Prevention and Intervention (CAPIT)	Provides prevention services through Individual, Family and Group Counseling; Parent Support/Education; In-Home Services; Case Management Services; Outreach.	Critical prevention services	Staffing data; number of children/families served; and outcome measures Consider streamlining with other prevention programs and placing under one Deputy Director

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
DCFS Child Care Program	To provide subsidized childcare to working and/or caretakers enrolled and attending school/training. Issuance of Bridge vouchers for six months of childcare services, reassessed for an additional six months if long-term childcare is not timely arranged. Per CDSS, services may continue after 12 months due to compelling reasons.	Promoting stability and safety	Consider streamlining with Emergency Child Care Bridge Program offering childcare to Resource Parents
Faith-Based Program	The mission of the LA County Faith and Motion initiative that guides the Faith-Based Program is to establish collaborations and partnerships between DCFS and FBOs that will strengthen communities, create healthier families, and improve self-sufficiency.	Collaboration with Faith Based Organizations	Understanding of outcomes being measured
Linkages	Linkages is a Service Coordination Partnership. Goal: To ensure that families who are not currently connected to the resources of DPSS, but could be, are provided an expedient method to access DPSS programs.	Service coordination; co-location of DPSS ensuring families have access to all DPSS programs	Explore need for additional staff to address all the goals identified in the "Short-Term Purpose" column

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Medical Hubs	To provide timely Initial Medical Exams as well as Forensic Evaluations for DCFS served children.	Promotion focused; physical health and mental health elevated; collaborative health screening partnership between DHS, DMH, and DPH	N/A
Multidisciplinary Assessment Teams (MAT)	MAT provides an in-depth mental health assessment of youth to identify appropriate services.	Promotion focused; mental health elevated; collaborative health screening partnership between DHS, DMH, and DPH	The Medical Hubs listed above provide a health and mental health evaluation. Does a referral to MAT come as a result of preliminary findings of the health/mental health evaluation? Could these be streamlined?
Multidisciplinary Assessment Teams (MAT) Child and Family Team Meeting (MAT/CFT) - SB1, SB2, SB3, SB4	MAT Coordinator from the CSAT program teams with Region Coach developer, CSWs, and SCSW to engage families and implement CPM practices, values, and tools specifically with children within the CCR population.	Critical prevention services	Unclear how the role of the MAT Coordinator differs from CSAT responsibility to link families with services; need budget, staffing, and outcome measures
Special Immigrant Status Unit	Assist qualifying children to connect with attorneys to obtain the immigration relief to which they are entitled. For children who qualify for Special Immigrant Juvenile Status (SIJS) to obtain legal representation in their pursuit of immigration relief. For clients who qualify to be assisted in obtaining a renewal or replacement of their permanent resident card, citizenship, or U-Visa.	Critical vulnerable population; stability for immigrant children	Data management system – information about numbers served and outcomes are stored on excel spreadsheets

Table 5. Programs to Elevate

Program	Short-Term Purpose	Rationale/Analysis	Need(s)
Supportive Therapeutic Options Program (STOP)	Support case goals, such as avoiding detentions, reunification, and permanency.	Prevention to permanency services; funding to support families and prevent entry or re-entry into care	Consider streamlining with other prevention programs and placing under one Deputy Director
DMH Expansion Program	To provide prevention services by screening and linking children to mental health services to prevent entry into the foster care system and prevent delays in mental health linkage.	Critical prevention services Only accessible to MediCal eligible children; why can't families with private insurance still be referred and insurance be billed?	Outcome measures beyond participation rates. How many children received screenings? How many received services? How many of each of those groups never had a subsequent Hotline call or ER investigation? How many of each group never entered foster care? Consider streamlining with other prevention programs and placing under one Deputy Director

2. Core Infrastructure to Sustain

- a) Based on the information captured in the programmatic inventory, Chapin Hall recommends that the Department sustain 22 core infrastructure. As a reminder, 'core infrastructure' is defined as all non-program engagements listed in the programmatic inventory (inclusive of meetings, committees, learning collaboratives, etc.).
- b) Charts and Figures:

Figure 8. Types of Core Infrastructure

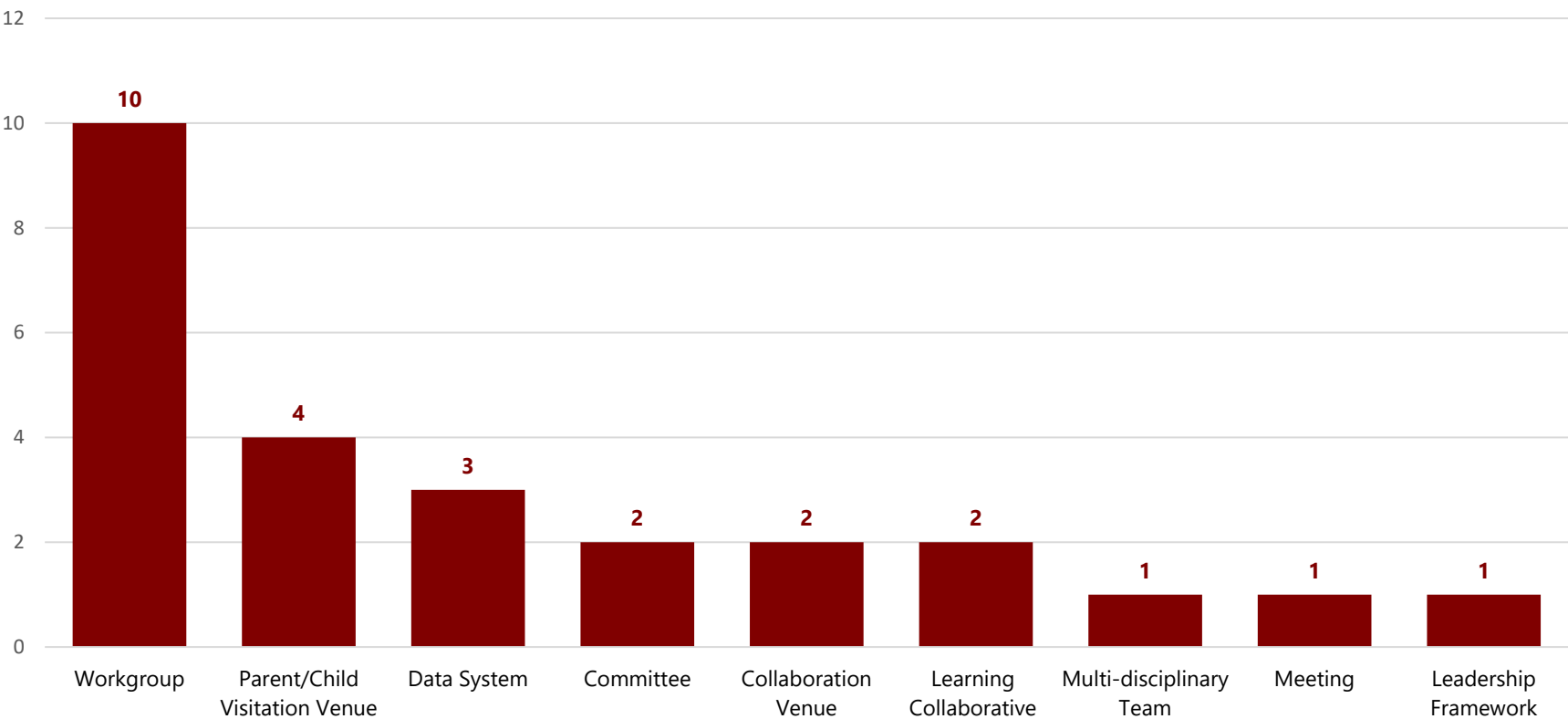


Table 6. Core Infrastructure to Sustain

Program Name	Short-Term Purpose	Rationale/Analysis	Need(s)
Regional Community Alliance - SB1, 2, 3 & 4	Ongoing meeting with community partners.	Partnership with community, develop resources, and safety nets for community	Data management system tracking frequency of meetings, topics, participants, data feed monitoring regional rates of entry into foster care, rates of FM/VFM cases never entering foster care, service array, and utilization rates
Southern California CA CWDA	Partnership of 7 Southern CA Counties to follow-up with CWDA agenda items and troubleshoot a variety of issues.	Not a program; venue to collaborate with other Southern CA Counties	Suggest removing from count of programs
Weekly Emergency Placement Meeting	Weekly meeting between DCFS and Probation to discuss cross over youth, with complex needs, in need of placement.	Crossover youth; not a program, weekly meeting	Access to data to track placement stability of youth staffed
Faith-Based Community Visitation Centers – SB2, SB3, & SB4	The short-term purpose of the Faith Based Community Visitation Centers is to establish its first Faith Based visitation center by the end of December 2022.	Venue for parent/child visitation; not a program	Data management system to track participation rates
County Welfare Directors' Association of California (CWDA)	State Initiatives/Legislation affecting children and family in Child Welfare. Advocacy and agenda-building for advocacy with CDSS on behalf of all 58 counties in CA.	Not a program; venue to collaborate with other Southern CA Counties	Suggest removing from count of programs

Table 6. Core Infrastructure to Sustain

Program Name	Short-Term Purpose	Rationale/Analysis	Need(s)
Child and Adolescent Needs and Strengths Tool (CANS)	Conduct CANS assessments to all newly open cases to identify child/youth's needs/strengths to support the regional offices in conducting CFTs and providing thorough assessments.	Critical infrastructure to ensure strengths and needs are identified and informs service planning and referrals	Program Manager; data management system to track utilization, quality of assessment, and quality checks/CQI plan to address gaps
Contract Monitoring Reporting System (CMRS)	CMRS tracks and monitors all contract and fiscal compliance data and effectively replaces the existing manual monitoring and compliance processes and reports.	Not a program; data system	No response to the survey
New Incident Tracking System (iTrack) and Application	To develop a new optimized web-based system and application.	Not a program; data system	No response to the survey
Commercial Sexual Exploitation of Children (CSEC) - First Responders Protocol (FRP)	DCFS, Probation, LASD, LAPD, LBPD, Saving Innocence (SI) Advocacy Service Provider, DMH, other auxiliary support agencies collaborative to provide a trauma informed and trained response to minor victims of CSE. Pilot LE agencies identify & DCFS/Probation /Advocacy Agency provides a 90-minute response time to stabilize and provide safety to youth.	Critical population in need of supports	No response to the survey; need PDO assistance to gather more information

Table 6. Core Infrastructure to Sustain

Program Name	Short-Term Purpose	Rationale/Analysis	Need(s)
Academic Interns Program	The Academic Intern Program is a Board-mandated opportunity that offers college/university students the chance to earn academic credit while working on a semester/quarter project at DCFS. Students from all academic disciplines are welcome and offices/programs can submit ideas for students to select from.	Workforce retention and support strategy	Budget, data management system to track number of interns, units/bureaus assigned to
Career Development Programs	The Career Development Intern Program is a Board-mandated 24-month, full-time, paid, work experience internship for current and former foster youth. CDIs are assigned to various DCFS offices, typically in a clerical capacity. After one year of positive performance, they become eligible to take an exam to become permanent County employees.	Workforce retention and support strategy	Budget, data management system to track number of interns, units/bureaus assigned
Veteran's Intern Program	The Veteran Intern Program is a Board-mandated, 24-month, full-time, paid, work experience internship for honorably discharged military veterans. VIs are assigned to various DCFS offices, typically in a clerical capacity. After one year of positive performance, they become eligible to take an exam to become permanent County employees.	Workforce retention and support strategy	Budget, data management system to track number of interns, units/bureaus assigned

Table 6. Core Infrastructure to Sustain

Program Name	Short-Term Purpose	Rationale/Analysis	Need(s)
Volunteer Program	The Volunteer Program is a Board mandated program that offers community members the opportunity to volunteer for DCFS in various capacities – special events, clerical, etc. This also helps the receiving office with extra support.	Workforce retention and support strategy	Budget, data management system to track number of volunteers, units/bureaus assigned, impact of volunteer assistance on DCFS programming
Urine Sample Collection for Drug and Alcohol Testing Services	To assess the safety of children in the home of their parent and to facilitate reunification of families where children have been removed.	Core service	N/A

3. Programs to Consider Streamlining

- a. Based on the information captured in the programmatic inventory, Chapin Hall recommends that the Department consider three opportunities to streamline programming. These three opportunities span 20 inventory items: 16 programs, one pilot program, and three core infrastructure.
- b. Charts and Figures:

Figure 9. Programs to Streamline by Deputy Director

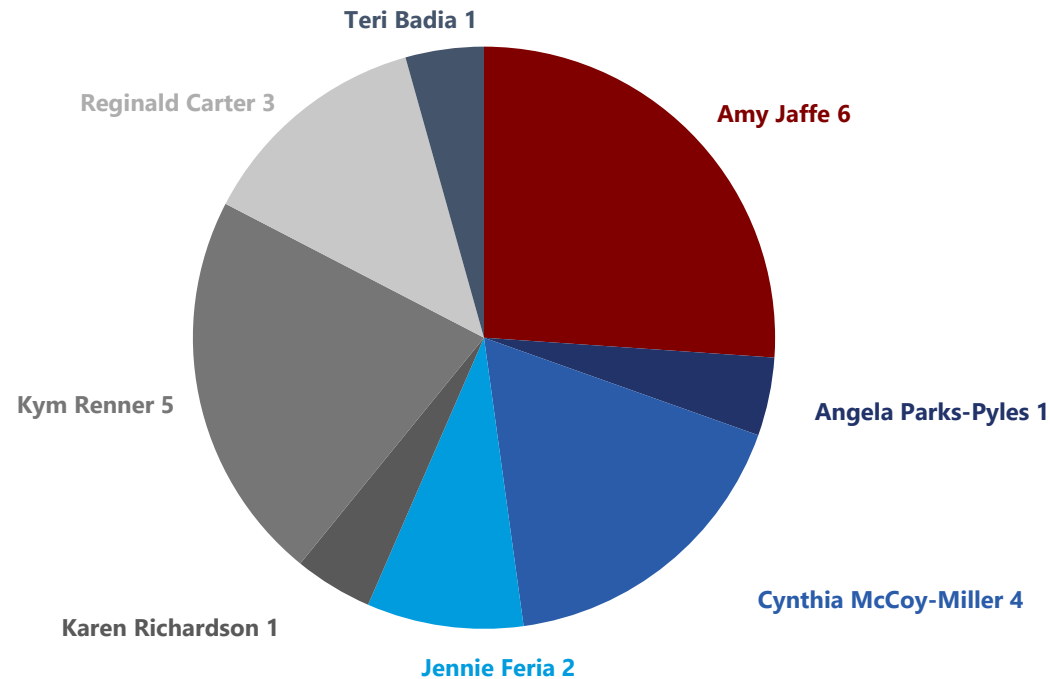


Table 7. Programs Focused on Permanency, Stability, and Meeting the Needs of Children and Resource Parents

Rationale/Analysis

Description: These programs provide a full range of services to recruit, retain, and support children placed in their community. All children who enter foster care need P3-Up Front Family Finding & Connect our Kids to identify and locate family and unrelated extended family support. Once Level of Care is determined and the youth's needs are identified a rate can be set for the identified caretaker so adequate services can be provided. Relative Support Services can be tapped as needed; Foster Together Network & Raise a Child focuses on recruitment and retention; if the Resource Parent is interested in adoption the UCLA Ties for Families program can prepare them; if the youth's behavior escalates and an urgent response is needed the FURS program can provide mobile crisis support; if the Resource Parent needs childcare resources the Emergency Child Care Bridge Program can help preserve placement.

Oversight: 5 Deputy Directors oversee these 10 programs

Opportunities: The combined budget for five of these programs is over \$41M, the rest reportedly have no budget, three are underspent, one is overspent. Only three programs identified a data management system supporting decision-making and four programs identified a need for additional staff.

Recommendation: Streamlining and housing all of these programs under one deputy director could optimize funds, staff, and address infrastructure needs of these programs allowing DCFS to better attend to the stability of placements for youth in care.

Name	Short-Term Purpose	Need(s)	DD Name
Permanency Partners Program (P3) - Up Front Family Finding (UFF)	Increase the number of family members and Non-Related Extended Family Members located and engaged to explore their ability to provide support to children in care ranging from visits, up to and including placement/permanency .	Number of children/families that benefitted from UFF in FY21, budget, placement stability data Ensure county-wide implementation and involvement longer than first 90 days of the case as intended	Kym Renner
Connect our Kids	Data system to support family finding .	Outcome measures, data management system, budget, and staffing	Kym Renner

Table 7. Programs Focused on Permanency, Stability, and Meeting the Needs of Children and Resource Parents

	Short-Term Purpose	Need(s)	DD Name
Level of Care (LOC) Program	The Level of Care (LOC) program is designed to identify the individual care and supervision needs of a child. This is translated to an appropriate LOC rate to support their placement with the goal of child-safety, well-being, and permanency.	Assuming data (level-of-care decision) is documented in CWS-CMS, respondent replied N/A to data management system; budget is overspent, streamlining all nine programs where two are underspent could potentially address need	Jennie Feria
Relative Support Services	Placement Stability /Provide supports for relative caregivers.	Adequate staffing – 2 FTEs and 1 PTE supported 8,000 families in FY21	Kym Renner
Foster Together Network	Workgroup whose focus is on exploring Los Angeles County’s Resource Family landscape to enhance Resource Family recruitment and retention strategies.	Did not respond to survey; need to review outcomes measures and data to determine recruitment and retention rates	Karen Richardson
Raise A Child	Contracted agency delivering recruitment and retention services .	Budget, outcome measures, data to determine recruitment and retention rates. Consider streamline/combining Foster Together Network (Two different Deputy Directors)	Kym Renner
UCLA TIES for Families	Provided extra training so that RFA families can better meet the needs of children they might want to adopt. Provided support groups for families experiencing a loss of a foster child they were hoping to adopt. Provided multi-disciplinary assessments of children with complex issues to help find them an adoptive family that can meet their needs.	Data management system & outcomes data tracking placement stability and timeliness to permanency.	Kym Renner

Table 7. Programs Focused on Permanency, Stability, and Meeting the Needs of Children and Resource Parents

Name	Short-Term Purpose	Need(s)	DD Name
Family Urgent Response System for Caregivers or Children and Youth (FURS)	LA County's FURS system must be 24/7 mobile response system for the purpose of providing supportive services to address situations of instability, preserve the relationship of the caregiver and the child, develop healthy conflict resolution and relationship skills, elevate healing as a family, and stabilize the situation.	Did not respond to survey; need to review outcomes measures and data to determine program success rates	Reginald Carter
Adoption Promotion and Support Services Program (APSS)	Stabilize and maintain pre-adoptive and adoptive homes ; decrease timelines to adoption; increase adoption finalization; encourage hesitant children to accept adoptive homes.	Adequate staffing – 1 FTE for over 400 children supported	Angela Parks-Pyles
Emergency Child Care Bridge Program for Foster Children	Increase the number of successful placements for foster children in home-based family care by providing immediate access to stable and secure child-care services .	Data management system & outcome measures beyond participation rates and satisfaction surveys. Placement stability for all children/families receiving support must be tracked.	Jennie Feria

Table 8. Programs Focusing on Reducing the Number of Black Children Entering Foster Care

Rationale/Analysis

Description: All three of these programs are focused on reducing the number of Black children entering foster care. This is vital endeavor for the Department to commit to, but it may be more successful with a more targeted effort.

Opportunities: Two of the three programs are pilots. Only one pilot has a data management system and outcomes measures. All three programs are understaffed considering the number of children/families being engaged.

Recommendation: Review the outcomes data for the three separate initiatives and consider sunsetting two of them. Staff could be redistributed to the sustained program to potentially address the staffing needs.

Name	Short-Term Purpose	Need(s)	DD Name
Four Disciplines of Execution (4DX)	Core infrastructure (leadership framework).	Outcomes data to determine if pilot should expand beyond 2 regional offices , or should sunset. Projected end date 2023. 1 FTE supported 11,000 children in FY21	Cynthia McCoy-Miller
Blind Removal Pilot	Safe reduction of Black children entering care	Outcomes data to determine if pilot should expand or sunset. 1 FTE supported 2,000 children in FY21	Cynthia McCoy-Miller
ERDD Emergency Response Panel Reviews/ER Referral Reviews	Safe Reduction of Black children in collaboration with community partnerships	Outcome measures, better understanding of budget, and staffing needs based on 1 FTE serving 16,000 children in FY21	Cynthia McCoy-Miller

Table 9. Programs Seeking Placements for Youth

Rationale/Analysis

Opportunity: The Community Treatment Facilities budget is underspent and could be leveraged to help monitor the placement array and outcomes.

Recommendation: The Placement Support Division's focus is to locate placements and works seven days a week. Consider collapsing the five remaining programs responsible for locating placements for youth as additional needs arise (e.g., three Youth Permanency Units, the two Intensive Services Foster Care programs, and Community Treatment Facilities) under the Placement Support Division.

Name	Short-Term Purpose	Need(s)	DD Name
Placement Support Division	The APT consists of six units of CSWs and their respective SCSWs, working from 6 a.m. to 11:30 p.m., seven days per week to conduct placement searches , including “preventative” searches for any office that reaches out to APT for assistance. APT work shifts are Monday through Sunday, with permanent staff assigned during the week, and overtime staff on weekends and holidays. The APT operates on a 24/7 basis.	Did not respond to survey; wondering if this program could meet the need of the Youth Permanency Units and Intensive Services Foster Care for Special Health Needs and Serious Emotional Behavioral Need	Reginald Carter
Youth Permanency Units - SB2 & SB4	Provides high-risk youth 13-18 in 3 regional offices who are receiving PP services with intensive efforts to locate permanent placements and connections. Provides high-risk youth 13-18 in 3 regional offices who are receiving PP services with intensive efforts to locate permanent placements and connections.	Did not respond to survey; it is possible that the Placement Support Division could meet the need of this program	Amy Jaffe

Table 9. Programs Seeking Placements for Youth

Name	Short-Term Purpose	Need(s)	DD Name
Intensive Services Foster Care (ISFC) for Youth with Serious Emotional and Behavioral Needs	The primary target demographics for the ISFC program are children/youth ages 6-21 years old with serious emotional and behavioral challenges who are in need of a temporary family setting as an alternative to congregate care in a Short-term Residential Therapeutic Program (STRTP) or are in the process of stepping down from an STRTP and require more intensive services to stabilize in a community setting.	Need more information about the outcome measures being tracked in SafeMeasures; it is possible that the Placement Support Division could meet the need of this program	Amy Jaffe
Intensive Services Foster Care (ISFC) for Children with Special Health Care Needs (SHCN) Program	The primary target demographics for the ISFC program are children/youth/NMDs ages 6 - 21 years old with serious emotional and behavioral challenges that are in need of a temporary family setting as an alternative to congregate care in a Short-term Residential Therapeutic Program (STRTP) or are in the process of stepping down from an STRTP and require more intensive services to stabilize in a community setting.	Did not respond to survey; it is possible that the Placement Support Division could meet the need of this program	Amy Jaffe
Community Treatment Facility	The Community Treatment Facilities (CTF) provide secure residential group settings for severely emotionally disturbed youth ages 12 or older who are in need of placement and/or transition to a highly structured, safe, and secure environment that provides intensive mental health services and residential treatment beyond that which is provided by Short Term Residential Therapeutic Programs (STRTP).	Consider combining with Placement Support Division & Youth Permanency Units; staffing	Amy Jaffe

Table 10. Programs that Address the Needs of Vulnerable Populations, Particularly Women and Girls

Rationale/Analysis

Opportunity: The EPY program and CSEC program both address needs of vulnerable populations. While young men and boys will also benefit from the services and should remain a priority for EPY and CSEC, the primary population served is young women. The Women and Girls Program is about promoting well-being of young woman and reducing risk factors that make girls vulnerable to trafficking and reduce the number of pregnant and parent.

Recommendation: Consider placing all three programs under one deputy director and streamlining efforts. Currently the three programs are spread across three deputies.

Name	Short-Term Purpose	Need(s)	DD Name
Expectant and Parenting Youth (EPY) Conferences	To address the needs of expectant and parenting youth and provide needed services and resources	Data management system	Amy Jaffe
CSEC Advocacy Services Program Contracts	CSEC Advocacy Services will be provided to stabilize CSE youth. Services will include Advocacy/case management services, Survivor Advocacy Services, Parent Advocacy, and CSEC informed workshops and programming for both youth and parents.	Survey response indicated only 1 PTE dedicated but all other fields were blank; need PDO assistance to gather more information	Reginald Carter
Women and Girls	To achieve better outcomes for Women and Girls in care long-term, it is important in the short-term to identify areas of disproportionality so that the Program Manager can develop strategies to address them.	Consider placing all programs dedicated to improving outcomes for girls in foster care under one Division to streamline these efforts; better understanding of number served, budget, data management system, outcome measures Consider streamlining with the CEO Women and Girls Initiative	Cynthia McCoy-Miller

4. Programs or Core Infrastructure that Need Additional Information

- a) Analysis: There were 13 total programs or core infrastructure for which additional information is required to complete an assessment. Nine of these 13 are programs as defined earlier, and four are core infrastructure (two learning collaboratives and two workgroups).
- b) Recommendation: Chapin Hall recommends that the PDO collect all missing data elements and categorize each program or core infrastructure into the following categories: elevate, sustain, streamline or sunset.

Table 11. Need Additional Information

Name	Description	Rationale/Analysis	Need(s)
Registered Sex Offender (RSO) Program	Assigning regional bureaus to investigate matches on the statewide RSO list and report back to the state. This is a state-mandated program.	No PDO information available and no survey response; Program Lead shared short-term purpose via email	PDO gather more information
Core Practice Model (CPM) Coaching	This group of 14 staff was developed by the Katie A initiative and involves certifying all coach developers in the regional offices in the CPM. We also support CANS and FFPSA implementation, run a monthly coaching support group for the regions and provide annual skills labs on best practices to social work staff in all the regional offices. This program is a condition of the federal consent decree. CPM is the only program that currently has dedicated staff. Other programs are supported by a CSA II, a secretary and an ITC, who are all listed on the org chart.	No PDO information available and no survey response; Program Lead shared short-term purpose via email	PDO gather more information

Table 11. Need Additional Information

Name	Description	Rationale/Analysis	Need(s)
Departmental Leadership Development (DLDP) Program	Includes developing department goals around professional development, facilitating a workgroup and a management mentoring program, and monitoring and updating two live websites. One website is titled DLDP and the other is Employee Resources. This is a county-mandated program.	No PDO information available and no survey response; Program Lead shared short-term purpose via email	PDO gather more information
System of Care (SOC) Program	Included two years of coordinating the development of a countywide MOU and subsequently facilitating both the ILT and EAC meetings for 17 different stakeholder departments and agencies participating in the MOU and attending two State committee meetings to support the program. This is a state-mandated program.	No PDO information available and no survey response; Program Lead shared short-term purpose via email	PDO gather more information
One-to-One Behavioral Aide	To Improve Safety and Permanency for High-Risk Youth. The contract for Behavioral Aide Services for High Risk Youth provides staff responsible for providing services where the children are located, for a specified number of hours, which may vary from 24/7 to very specific hours and locations per day, depending on the children's needs. The Behavioral Aide(s) is an extension of a caregiver who provides supervision of a High Risk (HR) Youth to assist the caregiver in their effort to stabilize the HR Youth.	Protection & Permanency Questions: No outcomes data provided, was placement preserved for youth who received aide? Non-clinical Behavioral Aide to help preserve placement for high-risk youth; served 450+ last year with 3 staff and 1 vacancy. Not clear how this is possible; no contractual providers identified. PDO data alludes to a deadline of 12/31/23. Is this program going to sunset?	Data management system and outcome measures beyond satisfaction survey

Table 11. Need Additional Information

Name	Description	Rationale/Analysis	Need(s)
Victims of Crime (VOC)	Provide assistance to families who are victims of a violent crime.	Protection Questions: No budget was provided, no outcomes measures or data management system identified. Is this a referral process for youth who are victims of a crime and/or their family members? If so, could DMH Expansion Program or CSAT manage the referral? All cases must have an open services case with Juvenile Court jurisdiction	Data management system and outcome measures to track services provided and improvement in functioning following mental health service
Young Children in Care	YCIC is a multidisciplinary learning collaborative that aims to improve practice for young children via multidisciplinary teaming and support with other departments via training and shared resources.	Not a program, a learning collaborative that educates but also staffs complex cases. One PTE person convenes the collaborative with no funding but cultivates support from cross-system partners Questions: What are the outcomes of the children whose cases are staffed in the collaborative? (e.g., Reunification rates, family preservation rates, placement stability). Would we want to track these cases to determine need to invest in the collaborative and increase staffing?	Data management system to track participants, cases staffed, and stability outcomes of the children
LGBTQ+ Champions	The purpose of the LGBTQ+ Champions is to provide a subject matter expert around affirming practices directly impacting LGBTQ+ youth. Champions work closely with those having direct contact with youth who identify as LGBTQ+. Champions should be educated and knowledgeable about the LGBTQ+ community. Champions attend a monthly meeting and have access to other opportunities to improve awareness and education.	Not a program, a learning collaborative with monthly meetings to develop LGBTQ+ Champions across DCFS. One FTE with no support staff or funding Outcomes of youth participating in this program should be tracked. Currently tracking participation rates of Champions attending meetings. If Champions youth have better outcomes (e.g., served in the home of parents;	Outcomes data for the youth Champions work with.

Table 11. Need Additional Information

Name	Description	Rationale/Analysis	Need(s)
		placed in home of a relative or Non-Related Extended Family Member or family-based setting vs. placed in a group home; recurrence of abuse, average length of stay in foster care, rate of Placement Stability, rate of Reunification, and Rate of Permanency) then DCFS should fund and increase staff	
		Prevention-Protection-Permanency	
Eliminating Racial Disparities and Disproportionality (ERDD)	N/A	Questions: Is this a program? No purpose was provided. Reportedly has no budget and no dedicated staff but served 9,000 children? Has a critical mission to reduce racial disproportionality and disparities	Better understanding of purpose, budget, and staffing needs
		Prevention	
Community Child Abuse Councils Coordination (CCACC)	Prevent child abuse and neglect and increase community involvement in prevention	Questions: Is this a program--no staff were reported, no outcome measures--or a data management system? What interventions or strategies have the councils implemented or elevated? Is DCFS tracking the work of the councils?	Better understanding of strategies and outcome measures

Table 11. Need Additional Information

Name	Description	Rationale/Analysis	Need(s)
Foster Youth Substance Abuse Treatment Program	To provide treatment services for DCFS youth with SUD issues.	Questions: Expanded to all Juvenile Dependency Courts except Antelope Valley in 2008 but reportedly provided services to 3 youth in FY21?	Outcomes data for the youth receiving substance abuse services. Consider tapping CSAT program (Elevate recommendation) to link youth with substance abuse services instead of funding a separate program.
Effective Black Parenting	N/A	Prevention Questions: Culturally specific Evidence Based Program provided by CBO, don't need to be involved with DCFS to access free service? DCFS' role is to elevate this intervention but doesn't have a role in the delivery of this service? Budget was reportedly \$2,500 and no FTE or PTE allocated, but 9,000 children were served?	Consider tapping CSAT program (Elevate recommendation) to link DCFS families to service as indicated
Residentially Based Service Cost Savings Contracts	The program concluded and contractors that accrued savings are now spending them to benefit DCFS youth placed at their facilities. Allocated funds are used to provide direct services to youth as well as on capital improvement projects at the buildings, facility sites, campuses to enhance the youths experience while placed there.	Questions: Do the contractors need to spend the money? Do we know how much is being spent on direct services to youth and how much is being spent on capital improvement projects? Over \$2M budget and underspent	Outcome measures and data system to track youth outcomes following services

5. Programs or Core Infrastructure Unable to Assess

- a) Analysis: There were 46 total programs or core infrastructure for which no survey was completed and no further assessment was possible. 29 of those are programs as defined earlier, 7 are pilot programs, 10 are core infrastructure (seven workgroups, two committees, and one multi-disciplinary team).
- b) Recommendation: Chapin Hall recommends that in the next 90 days, the PDO collect all outstanding survey responses and categorize each program or core infrastructure into the following categories (elevate, sustain, streamline, or sunset).

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
DCFS Pay for Parents' Case Plan Activities	Efforts are just beginning to identify ways to link parents and children to appropriate resources to ensure resources for court-ordered case plan activities are funded.	Prevention No response to the survey	PDO assistance to gather more information; better understanding of the purpose and plan for this initiative
DCFS/LASD Joint Response Program (DCFS/LASD/DCC)	ESCAR Deputies and ER CSWs respond jointly to all referrals alleging children are being physically or sexually abused.	Protection No response to the survey	Better understanding of outcomes data to determine whether the intervention expedited investigations
Drug Court - Lancaster	Voluntary, court-supervised Intensive Drug Treatment program. This is a 1-year program, where the clients receive Residential and/or Outpatient Treatment services, and collaborative support from the Drug Court team Clients progress through phases of the treatment plan, and they have court hearings on a bi-weekly basis.	Permanency No response to the survey	Better understanding of outcomes data to determine whether program increased reunifications

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
Drug Court - Palmdale	Provide intense substance abuse treatment services to parents that come to the attention of DCFS as a result of substance abuse. Provide intensive services to families.	Permanency No response to the survey	PDO assistance to gather more information
Drug Court - Torrance	Provide intense substance abuse treatment services to parents that come to the attention of DCFS as a result of substance abuse. Provide intensive services to families.	Permanency No response to the survey	PDO assistance to gather more information
Drug Court - Vermont Corridor	Provide intense substance abuse treatment services to parents that come to the attention of DCFS as a result of substance abuse. Provide intensive services to families.	Permanency No response to the survey	PDO assistance to gather more information
Homeless Initiative Strategy A-4	The purpose of the Homeless Initiative A-4 Strategy is to strengthen the County's foster care and juvenile probation system's discharge policies.	Permanency No response to the survey	PDO assistance to gather more information
In-House Faith-Based Group - Belvedere	Staff at all levels join forces to go to community meetings and engage faith-based partners to work with DCFS staff to help families in the community who are not connected and could benefit from services/opportunities from the faith community.	Prevention-Permanency No response to the survey	PDO assistance to gather more information
In-House Faith-Based Group - Torrance	Staff at all levels join forces to go to community meetings and engage our faith-based partners to work with DCFS staff to help families in the community who are not connected and could benefit from services/opportunities from the faith community.	Prevention-Permanency No response to the survey	PDO assistance to gather more information

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
Joint Response Pilot with the Palmdale Sheriff's Department	When an ESCAR is generated, the ESCAR deputy and an ER CSW assigned to the pilot will go out on the call together in the same car to investigate the allegations contained in the ESCAR.	Protection No response to the survey; pilot program	Review of outcomes data to determine if goal of increasing communication between LASD and DCFS and/or decreased removals
LA County Locate Team Initiative (LTI)	The Initiative is a new step toward establishing a more collaborative effort between DCFS and law enforcement when dealing with cases in which children are runaways, at risk and are exposed to commercial sexual exploitation. In these cases, law enforcement and DCFS social workers work collaboratively to recover children who are dependents of the juvenile court system.	Protection-Permanency No response to the survey	Review of outcomes data to determine if pilot increased collaboration between DCFS and law enforcement and/or reduced runaway recidivism
Law Enforcement Joint Response Investigation Program	Conjoint investigation of child abuse referrals is crucial to ensuring child safety. Law enforcement and DCFS must share information and collaborate for each to make informed decisions in their investigations. DCFS is in the process of co-locating CSWs in law- enforcement stations. Palmdale and Lancaster DCFS offices are currently piloting the joint response and investigation of eSCARs. We would like to expand this to other jurisdictions.	Prevention No response to the survey; pilot program	PDO assistance to gather more information; better understanding of outcome measures, and status of this pilot program
Multi-Agency Response Team (MART)	MART collaborates with every LE jurisdiction that has a need to execute an LAC-based warrant, parole/probation search condition or take action on a sensitive intel investigation operation. MART personnel provide an expedited 24/7/365 countywide specialized response that does not interfere with the flow of the operation of tactical units/task forces, ensures there is no compromise	Prevention-Protection No response to the survey	PDO assistance to gather more information; better understanding of outcome measures; consider streamlining efforts aimed at increasing collaboration between DCFS and law enforcement

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
	of intel or safety of undercover personnel when they identify children at risk from volatile criminal home environments. In return, LE ensures they contact MART timely and provides needed information regarding criminal findings that endanger children and they ensure they do not compromise child safety over the case investigation		
OCP Prevention Initiative	SPA 6 Prevention Pilot - Direct Services. This pilot was developed to bring together service providers to strengthen prevention efforts in the SPA 6 community.	Prevention No response to the survey, pilot program	Review of outcomes data to determine if prevented need for child welfare involvement
Office of Child Protection Pilot Program	The OCP Pilot consists of 8 CSWs and 2 SCSWs who work with high-risk, high-need youth. These CSWs provide support services to Regional CSWs in the form of case coordination and linkages to services required to bring stability to the youth in the program. Staff work with DMH partners to bring stability to the youth selected using the strengths of the core practice model. We provide support to caregivers to reduce placement disruptions.	Protection No response to the survey; pilot program	Review of outcomes data to determine if decreased time to permanency
Parent Empowerment Program for Parents and Primary Caregivers of CSE Youth	10-week psycho-educational and support program for parents/primary caregivers of CSE youth. Equips parents/caregivers with understanding the dynamics of CSE so that they can support their children toward healing and recovery.	Permanency No response to the survey	Consider streamlining with other CSEC-serving programs

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
Peer Support Program	The Peer Support Program's purpose is to identify those DCFS employees at risk for PTSD following an occupational exposure to Potentially Traumatizing Events such as: child or non-minor dependent fatality, near fatality, physical aggression, threat aggression, sexual aggression, or stalking/cyber-stalking.	Workforce retention and support strategy No response to the survey	Better understanding of purpose, outcome measures, and status of this program
Project Fatherhood/Fatherhood Engagement	To engage fathers to be more loving, responsible parents and active participants in their children's lives.	Promotion-Prevention No response to the survey	Understanding of number served, outcome measures, data management system, funding, and staffing
Resource Family Disruption Prevention Project	A placement disruption prevention pilot in Compton-Carson and Wateridge offices. Curriculum & training for FFAs and CSWs will be provided by Dr. Eshale Williams and Marcus Stallworth. After 12 months of pilot, conduct evaluation to determine if framework, practices, and skills should be implemented across all FFAs and DCFS offices.	Permanency No response to the survey; pilot program	Understanding of status of implementation, review of outcomes data to determine if framework, practices, and skills should be implemented across DCFS offices
Risk Stratification Pilot	A Risk Stratification Tool in the Regional Offices as a supervisory aid for cases identified as High Risk and African American.	Prevention-Protection No response to the survey; pilot program	Review of outcomes data to determine if tool provided aid needed to DCFS supervisors, if program should be scaled, or discontinued

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
Skid Row Assessment Team	DCFS, DPSS, DPH, co-located staff on skid row. Assess all homeless families residing in the Union Rescue Mission (URM) and provide short-term case management services to remove the families out of skid row into more permanent housing.	Prevention No response to the survey	Consider revising the name of this Team to Union Rescue Mission Family Assessment Team to better reflect the scope and purpose of the team
THPP-NMD, LAHSA ILP, and THP-Plus	The housing programs were created to provide transitional housing resources for Transitional Age Youth (TAY) via contract with providers, contract amendments, extensions, and request for statement of qualifications from potential providers.	Permanency No response to the survey	Better understanding of outcomes data to determine if increased self-sufficiency of transition aged youth was achieved
Transitional Shelter Care	No PDO data available.	Permanency No response to the survey	Better understanding of the purpose and outcomes of this program, PDO assistance to gather more information
Youth Permanency Partners (YPP)	Prospective families that want to mentor or adopt an older youth spend time with youth at various events so they get to know each other, resulting in matches. Families commit to a year to be a YPP (mentor) to a child and advocate in their circle to help find permanency for the youth.	Permanency No response to the survey	Consider combining with 'Consider Streamlining' list of programs
OCP Permanency Workgroup	Workgroup assembled to assess existing protocols and establish protocols to foster permanency and improve outcomes for child welfare population.	Permanency No response to the survey; not a program, but a workgroup	Consider combining with 'Consider Streamlining' list of programs

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
OCP Delinquency Prevention Workgroup	LAC joined MBK challenge to develop and implement a set of recommendations aimed at improving the circumstances for boys and young men of color.	Prevention No response to the survey; not a program, but a workgroup	Consider revising the name of this workgroup to Mentorship Program for Young Men of Color to better reflect the focus
OCP Dual-Status Workgroup	Workgroup assembled to assess existing protocols/establish protocols to help decrease system crossover and improve outcomes for child welfare population.	Prevention No response to the survey; not a program, but a workgroup	Review purpose and progress toward identified goals to determine if workgroup is still needed or a program needs to be developed
AB 12 Federal Funding Redetermination (per AB 640)	Workgroup to develop, and update, protocols related to WIC 388 section (f), which permits a new determination of Title IV-E eligibility for non-federally eligible youth who are reaching 18 years of age, to access federal funds to support youth's placement.	Permanency No response to the survey; not a program, but a workgroup	Review purpose and progress toward identified goals to determine if workgroup is still needed or a program needs to be developed
Family Time	The Committee has been working toward the creation of an enhanced visitation model that strengthens parent-child relationships, supports parents, and safeguards the well-being of children in DCFS care.	Permanency No response to the survey; not a program, but a committee	Review purpose and progress toward identified goals to determine if committee is still needed

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
Family and Juvenile Law Advisory Committee	New committee members are being assembled by co-chairs, Judge Stephanie Hulsey and Judge Amy Pellman, to review policies and make recommendations for improving the administration of justice in cases involving marriage, family, or children. The orientation for new members (including Diane) will be on Sept. 15, 2022.	Permanency No response to the survey; not a program, but a committee	Review purpose and progress toward identified goals to determine if committee is still needed
AB1299 Desk	Ensure that all children's Specialty Mental Health Needs are appropriately met in a timely manner either through the county of jurisdiction or county of residence.	Permanency No response to the survey	Understanding of number served, outcome measures, data management system, funding, and staffing
Children's Forensic Center	Multi-disciplinary team meets regularly, to discuss complex cases to identify systemic and operational issues and formulate recommendations for systemic improvement.	Permanency No response to the survey; not a program, but a multi-disciplinary team	Understanding of number served, outcome measures, and data management system
National Partnership for Child Safety	Initiative aimed at bringing "safety culture" into Department's management approach so that it no longer has a workforce that operates within a "culture of fear." Goal is to develop work processes that evaluate systemic that affect practice first, before proceeding with internal investigations that lead to disciplinary practices.	No response to the survey; unsure if this is a program	Understanding of implementation status

Table 12. Unable to Assess

Name	Description	Rationale/Analysis	Need(s)
Casey Family Services Permanency Pilot - SB2, SB3, & SB4	Casey Social Workers are assigned as secondary caseworkers to DCFS cases. Hold regular case conferences with the case-carrying CSW and family. Tracking and adapting takes place to assess effectiveness of services and adjustments are made, as needed.	No response to the survey; pilot program	Review of outcomes data to determine if decreased time to permanency
Juvenile Court Justice Partners	Workgroup was assembled to facilitate communication among the departments involved, and to remove barriers across departments in an effort to increase reunification rates and improve time to permanency.	Not a program, but a workgroup	Review purpose and progress toward identified goals to determine if workgroup is still needed or a program needs to be developed
Multidisciplinary Assessment Teams (MAT) Child and Family Team Meeting (MAT/CFT) - SB1, SB2, SB3 & SB4	MAT coordinator from the CSAT program teams with Region Coach developer, CSWs and SCSW to engage families and implement CPM practices, values, and tools specifically with children within the CCR population.	Permanency No response to the survey	PDO assistance to gather more information
WIC 391/Vital Documents for Transition Age Youth	WIC 391 workgroup was created with a focus on identifying barriers and exploring ways to mitigate the identified barriers so that staff, caregivers, and/or youth can obtain vital documents for youth.	Permanency No response to the survey; not a program, but a workgroup	Review purpose and progress toward identified goals to determine if workgroup is still needed or a program needs to be developed

IV. Time-Oriented Framework and Accompanying Recommendations

In the final framework, Chapin Hall identified themes across all sources of information and developed accompanying **recommendations leadership should consider** to strengthen the prevention-oriented child welfare system. These recommendations fit into the time-oriented framework introduced by the Board Motion; Chapin Hall defined each time-oriented category as follows:

- **90 Days:** Recommendations that are either time-sensitive and require immediate attention or are simple enough that they can be accomplished early in the Director’s tenure.
- **1 Year:** Recommendations that require resources and partnership to implement.
- **5 Years:** Recommendations that require resources, partnership, and a significant shift in current practice and therefore necessitate additional time for implementation.

Table 13. Time-Oriented Framework Recommendations

Timeframe	Recommendations
90 days	• PDO should partner with program leads to gather missing information for programs categorized as ‘need additional information’ and ‘unable to assess’, identify measures and outcomes, and refine recommendations as needed • Leadership must re-convene Outcomes Driven Advisory Team (ODAT), review updated inventory, discuss all future proposed initiatives/pilots/programs, ensure measures and outcomes are clearly articulated, and make recommendations to Executive Team
1 year	• DCFS should convene all Deputy Directors and Program Leads for each program identified in ‘programs to streamline’ category, determine which programs can be combined or sunset, and consider re-assigning all to one Deputy Director. • DCFS should establish an Office of Prevention Services (OPS) and align all promotion and prevention programs under one Deputy Director.
5 years	• PDO and ODAT must partner with BIS to develop or enhance an existing data management system to capture all program measures.

CONCLUSIONS AND NEXT STEPS

Through Chapin Hall's analysis of recent reports, listening sessions with key partners, facilitated conversations with Motion-identified units, and through the development of a comprehensive programmatic inventory, **it is clear DCFS has a tremendous window of opportunity to collaboratively build a 'well-being continuum' with the children and families of Los Angeles County.** To undertake this significant endeavor effectively, the new Director should focus on:

Management of the Well-Being Continuum

For the Director to make strategic decisions about the remarkable number of high-quality initiatives, pilots, and programs relevant to Los Angeles County DCFS, the Department must invest in infrastructure and capacity to manage and monitor all programs. The Project Development Office (PDO) and the Outcomes Driven Advisory Team (ODAT) are essential resources to leverage and assist in this endeavor.

Continuing Alignment with Child Welfare Best Practices

Los Angeles County DCFS is a national child welfare leader and should continue to innovate and strengthen current strategies aimed at improving the system for children and families by:

- **Reducing congregate care and prioritizing family-like placement:** The Department should continue to seek opportunities to invest in strategies that promote family-like settings and ensure congregate care placements offer high-quality services and are only considered for youth in alignment with treatment needs.
- **Investing in relative placements, care, and connections:** The Department has begun to invest in relative care but should strengthen and streamline supports for formal and informal relative caregivers countywide.
- **Strengthening equity-driven practice:** DCFS must move from symbolic investment in equity-driven practice to a more comprehensive, outcomes-driven, well-resourced strategy to ensure youth and families experiencing marginalization have equitable opportunities to thrive.
- **Elevating lived expertise and opportunities for youth empowerment:** The Director should take this opportunity to implement the co-designed vision from the Comprehensive Prevention Plan and consider implementing an Office of Prevention Services within the Department inviting individuals with lived experience to all decision-making tables.
- **Aligning with research, data, and best practice:** Strengthening the capacity and culture for data-driven decision-making is vital for the Director to transform DCFS from a reactive and risk-averse Department to a proactive, innovative government body.
- **Committing to partnership and collaboration:** To enact a true well-being continuum, the Department must be willing to consider the ways in which its role may need to evolve, (i.e., from service provider to funder, from leader to partner, from decision-maker to convener, etc.). Sharing risk, power, and responsibility with partners and the community will be a significant philosophical shift and will require resources, time, and authentic collaboration.
- **Emphasizing workforce investment:** A well-supported, well-trained, well-compensated workforce is crucial to implementing a prevention-oriented well-being continuum. Strong leadership must drive the system transformation, but the workforce will implement this transformation and must be adequately prepared to do so.

Elevating, Sustaining, and/or Streamlining Programs

The Director should work with the PDO to finalize and maintain the comprehensive programmatic inventory to make ongoing strategic decisions about how to best invest in and streamline the existing programs and core infrastructure within DCFS' purview. Furthermore, the Director should work closely with the designated Deputy Director charged with overseeing the recommended new Office of Prevention Services to make key decisions about promotion and prevention programs.

The recommendations in this report are far-reaching and pose an incredible opportunity and challenge for the new Director. Chapin Hall hopes the Director can use this report as a tool to better understand the immense strengths and resources DCFS' has that it can leverage to expand the well-being continuum for Los Angeles County child welfare.

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APPENDICES

Appendix A: Los Angeles County Prevention Services Logic Model

Inputs	Outputs	Outcomes	Impact
Infrastructure - Prevention Services Task Force Vision & Framework - ARDI Framework - Policy identifying Family First processes - IT capacity to identify, track, and monitor Family First candidates - CQI prevention infrastructure	- Procedures and standards - CWS-CARES capacity to monitor Family First cases - Data to inform need for course corrections - Fidelity monitoring	- Alignment of policy & practice - Data driven decision-making	- Los Angeles County's prevention services system is easy to navigate, accessible, comprehensive, community-based, promotion-oriented, and distributed equitably - Increased provision of upstream interventions - Decreased social determinants that negatively impact health and well-being for adults, children, youth, and families. - Promotion of positive outcomes across the life course of children, youth, and families - Decreased racial and ethnic disparities and disproportionalities in Los Angeles County - Increased trust in the continuum of prevention services across the county - Increased partnership with community-based and faith-based organizations
Child Welfare and Juvenile Probation / Family Stability Practice Supports - Integrated Core Practice Model Coaches - CFTM process - SDM & CANS (DCFS assessments) - EIRRC & LARRC (Probation assessments) - Pre-service and veteran staff training - Model of Supervision (in development) - CFSR Wellbeing Measures - Protective Factors - Motivational Interviewing	- Clear vision, values, guiding principles, and skills - Network of support engagement - Comprehensive assessment of needs & strengths - Ability to match services to needs - Prepared workforce with ongoing supports	- Individualized and strength-based prevention plans - Professional workforce	- Increased trust in the continuum of prevention services across the county - Increased partnership with community-based and faith-based organizations - Reduced foster care entry - Reduced foster care re-entry
Collaboration & Coordination - Anti-Racism, Diversity, and Inclusion Initiative (ARDI) - Prevention Services Task Force	CDSS, CWDA, CPOC, Board of Supervisors, community providers, family resource	Shared vision and prevention plan for LA	- Reduced foster care entry - Reduced foster care re-entry

	- Prevention Alignment Framework, Coordination and Integration, and Addressing Disproportionality Working Tables - Thriving Families Safer Children - Title IV-E Agreements - UCLA partnership (MI) - Family First Leadership Team; Advisory Committee; Strengthening Families Collaborative - Practice, Fiscal/Contracts, Communications, & HV Community Pathway Implementation Teams	centers, advocacy groups, philanthropy, and persons with lived child welfare experience contributing to planned implementation - A set of guiding prevention metrics for the County - A comprehensive Countywide funding streams analysis	County children and families - County-wide equity vision; deeper understanding of disproportionality and its drivers - Reduced racial inequities in Los Angeles County - Interagency collaboration and integration that leverages supports beyond what child welfare systems alone can provide	- Fewer juvenile detentions and petitions filed - Families experience a reduction in material and economic hardships - More services will be provided by community organizations; communities will feel safer
Services/ Interventions	Economic and concrete family supports, including public benefit programs, supportive and affordable housing, child care, child support, transportation, medical care (including Indian Healing Centers), legal assistance, credit repair, and paid family leave	- Assessment of economic instability at all touchpoints of child welfare system - Evidence-based prevention service array - Matching of services to needs	- Prevention Services recipients experience improved life course outcomes - As the number of children and families served	

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • Resource navigation assistance • Family Resource Centers • Educational services for children, youth, and adults, including Indian education • Cultural Brokers for Native families • DCFS Prevention Programs: Family Preservation (FP) Services; Alternative Response Services (ARS); Partnership for Families (PFF); Adoption Promotion and Support Services (APSS); Prevention and Aftercare Services (P&A); Child Abuse Prevention and Intervention (CAPIT) • Countywide Safety Net Programming (Department of Mental Health, Department of Public Social Services, Department of Public Health, home visiting services, First5 LA/LA Best Babies Network) • Fatherhood Initiatives • FFPSA EBPs: Motivational Interviewing as adjunctive and standalone; Multisystemic Family Therapy; Functional Family Therapy; Nurse-Family Partnership; Healthy Families America; Parents as Teachers; Parent Child Interaction | <ul style="list-style-type: none"> • Improved service capacity statewide • Integrated data collection and management across prevention services offices | <p>by community providers and prevention programs increases, the number of children entering foster care decreases.</p> <ul style="list-style-type: none"> • Family First candidates improved mental health, decreased substance use, and strengthened parenting skills based on identified needs |
|---|---|--|

	Therapy; Family Check-Up; Homebuilders		
	Multidimensional Family Treatment (MDFT)		
Candidates & Families	- All children, youth, parents/caregivers, families, and individuals in Los Angeles County - Family First Candidates: Children aged 0-18 and their parents/caregivers: - Served by Family Maintenance or Voluntary Family Maintenance - Siblings in-home - Adoption at risk - Guardianship at risk - Youth subject of 602 petition - Substantiated or inconclusive disposition - Community Pathway - Foster youth expectant or parenting	- Analysis of service need by candidacy population and number accessing services - Analysis of candidacy population service completion	- Improved Engagement in prevention services - Sustained and supported families - Improved access to evidence-based practices for all Family First candidate subgroups

Appendix B: Listening Session Participants

Department of Public Social Services	September 1, 2022
Dr. Jackie Contreras (Acting Chief)	
Sherry Cheatham	
Shawn Amiel (Grow Program Director, filling in for SNAP/General Relief program),	
Luther Evans (Division Chief CalWorks TANF)	
Child Support Service	September 7, 2022
Pauline Newman	
Mary Kathleen Santos	
Braxton Jones (Supervisor CS Enforcement)	
Julie Watson (Deputy Director)	
Dawn Miranda (Administrator)	
Terrie Hardy (Director)	
Genie Chough (Chief Deputy Director)	
Jonna Lewis (Special Assistant to Director)	
Shamika Barmore (CSS III)	
Julie Smith (Division Administrator for Pomona Facility, active FC Cases)	
Jennifer Ruiz	
Department of Mental Health	September 15, 2022
Dr. Robert Byrd (Program Manager IV, Acting Deputy Director of Prevention Services)	
Anabel Rodriguez	
Dr. Lisa Wong (Interim Director)	
Children and Families' Commission	September 19, 2022
Wendy Garen (President/CEO Parsons Foundation)	
Zaid Gayle (Founder of Peace for Kids)	
Susan Pollack (Senior Advisor)	

Youth Commission**September 15, 2022**

Erica Reynoso (Interim Director)

Probation**September 21, 2022**

Robert Smythe (Administration Deputy Director)

Felicia Cotton (Deputy Director)

Dr. Adolfo Gonzales (Chief Probation Officer)

Paul Vinetz (Bureau Chief, Placement and Child Welfare Services Bureau)

Office of Child Protection**September 22, 2022**

Judge Steve Nash (Executive Director)

Min Meeker (Assistant Executive Director)

Prevention Services Task Force**September 26, 2022**

Mark Lee

Heather Jue Northover

Appendix C: Staffing Interview Participants

Multi-Agency Response Team (MART) Unit	October 4, 2022
Reginald Carter (Acting Deputy Director)	
Emilio Mendoza (Assistant Regional Administrator)	
Barbara Martinez (Division Chief)	
Medical Case Management Section (MCMS) Unit	October 3, 2022
Jennifer Hottenroth	
Dependency Investigations Unit	October 5, 2022
Jennie Feria (Deputy Director)	
Lee Corbett (RA)	
Robin Younger-Holmes (RA)	
Sonia Contreras (RA)	
Gina Prophet (RA)	
Adoptions Division	October 5, 2022
Kym Renner	
Rhonda David-Shirley	
Mayda Hernandez	
Tony Ruiz	
Anna Holzner	
Angel Chavez	
Annette Hwangbo	
Vanessa Guterrez	

Appendix D: Dependency Investigations Unit REDCap Survey Results Summary

Region	Adequately Staffed (Y/N)	Request/Comments
Belvedere	Y	
Compton-Carson	Y	
Covina Annex (Specialized Programs)	N	Specialized Programs require additional staff. Most especially APP which should be staffed with DIs who speak all languages served. APP serves seven languages. SCU would benefit from 1-2 DIs who are identified as DI's to handle all Sensitive Cases.
El Monte	Y	
Glendora	Y	Work assignment for the DI is difficult to put in a numerical format, it is the amount of work each case requires that needs to be taken into consideration. DI's work several different petitions as well as the initial WIC 300. DI's also work P26's cases, complete PRI's and supplemental rpt. Case assignment in DI is an art not a science and the DI SCSW's needs to know what the DI has pending before a new case is assigned. A buffer is needed amongst staff, in the event a DI takes vacation or has a few days sick , the cases still need to be assigned so a buffer lessens the adverse effect of work overload.
Hawthorne	N	Need one additional supervisor, five additional DIs
Lancaster	Y	
Metro North	N	The current ratio for CSW is 1:20; there are 2 CSW vacancies; The DI caseload staffing in the SITE only tracks assignment of new petition filings, which can be misleading on the amount of works/cases assigned to a DI. The SITE does not capture, cases that do not reach disposition and carry over to subsequent months. We need to be overly staffed in the DI section to account for vacations, LOAs, and attrition as a result of DI staff being recruited by Juvenile Court Services Division and promotions as a result of being highly trained and skilled.

Palmdale	Y	Each DI unit should have dedicated support staff such as DIA, AA or HSA to assist with serving notice and ruling out addresses on due diligences. This would assist greatly with timely completion of due diligences and locating absent parents.
Pasadena	N	It's not about the ratio per say but the agreed upon way we assign cases. Typically, the DI has a secondary role in investigating the family. if the case is not Disposed timely the DI has to carry the case to the next month in addition to receiving additional children. The DI can have almost 30 children on their case load in addition to receiving 10 more children the following month.
Pomona	Y	Carry over is not counted. Only initial child count. This is an issue for the DIs.
Santa Clarita	Y	The DI count numbers are not always accurate on the Site. The old MOU does not reflect the current workload responsibilities such as ICWA, PRIs, LMI's No Time Waivers Protective Factors, CFT/CANS/MAT participations.
Santa Fe Springs	Y	
South County	Y	While our DI's are fully staffed and the numbers do not justify, it is difficult to put Spanish Speaking DI's off rotation during high vacation times such as summer and winter holidays due to the lower number of SS DI's. Also, we are currently in need of an additional AA item for our DI section.
Torrance	Y	DI caseloads are based on the assignment date, so the workload is very dependent on court continuances and ongoing reports after initial assignment.

Van Nuys	N	We would not need additional staff than what we have currently allocated (21 DICSWs and 3DISCSWs). We are moving forward to filling the current 1 vacancy and two pending upcoming vacancies. If the 2 who are currently on LOA return, then there will not be staffing shortages, and we will operate at our preferred ratio. At times we ask the DISCSW or other non-DI staff to assist with JDX reports, etc and that helps ensure DIs don't go over CAP, but this method is not sustainable.
Vermont Corridor	N	Our regional office will be looking into getting additional DIs, so that we can have designed DIs to exclusively handle .26 reports for the entire office.
Wateridge	Y	It is recommended that changes be made to the way in which the DIs receive monthly counts for their caseload; to include the lengthy continuances, and the workload attached to the continues, as part of the DI caseload counts, and the workload surrounding ICWA Laws/mandates and ICWA appeals. In addition, the DIs should receive a monthly caseload count for additional reports on pre-dispo cases, like the PRI and the 241.1 hearing reports. The above stated assignments are part of the DI CSW's primary responsibilities. However, they do not receive credit/caseload count for these required assignments.
West LA	N	An Adoption Assistant (AA) or Dependency Investigator Assistant (DIA) is needed to support the DI unit (there is a current vacancy). The DI caseload staffing in the SITE only tracks assignment of new petition filings, which can be misleading on the amount of works/cases assigned to a DI. The SITE does not capture, cases that do not reach disposition and carry over to subsequent months.
West San Fernando Valley	Y	Staffing ratio is sufficient in our office at the time, however there is always a workload not counted in these numbers.

Appendix E: Adoptions Division Staffing Requests

Adoptions Division Section	Additional CSWs Needed	Additional SCSW Needed	Additional Intermediate Typist-Clerk (ITC) Needed	Additional Adoptions Assistants (AA) Needed	Additional ARAs Needed	Additional ARA Secretaries Needed
Adoption Placement (AP)	49	9	7	7	3.5	3.5
Matching and Monitoring Support (MMS)	3	1				
Post Adoptions Services (PAS)	8	2	1	1		
Concurrent Planning Assessments (CPA)	6	1	1			

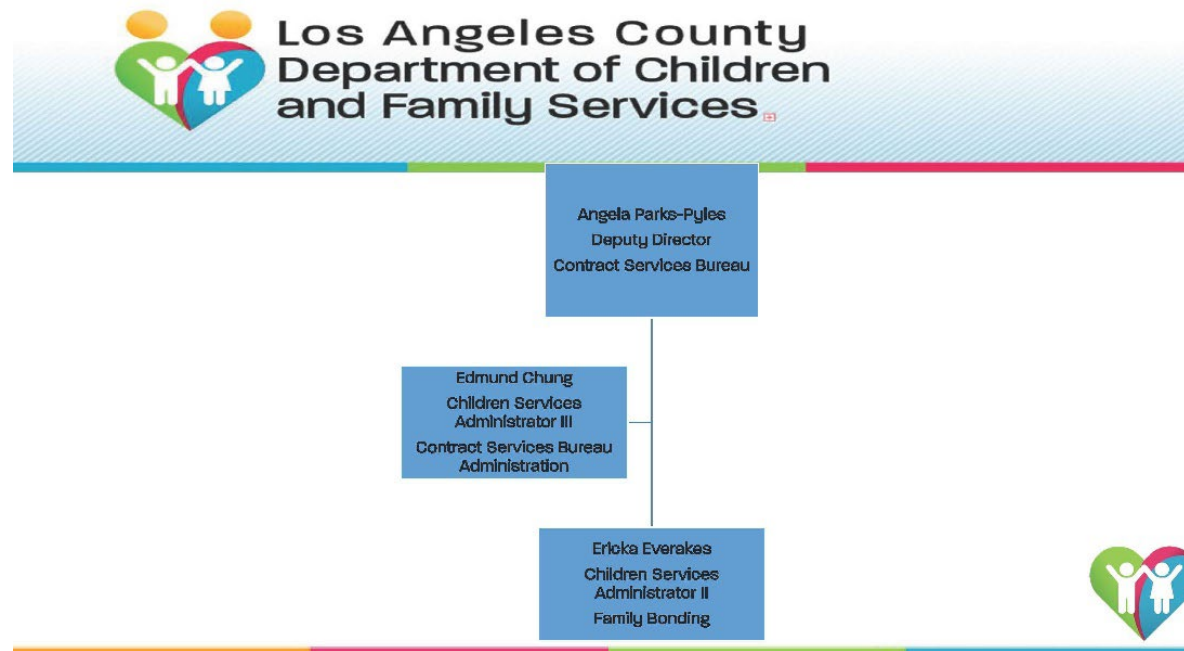
Central Clerical Staff Section	Additional Staff Needed	Role Description
Termination of Parental Rights (TPRs) Filing Desk	2	This section is an extension of the regional offices. They receive documents from regional staff and prepare the documents to be submitted to CDSS once there has been a Termination of Parental Rights (TPR).
Acknowledgements Processing	2	This section is responsible for processing acknowledgments received back from CDSS, which indicate we could move forward with TPR or if additional edits are needed.
Placement Desk	2	This section is responsible for generating and processing documentation for children to be moved from their foster care placement to being adoptively placed and entering the placement in CWS/CMS and handle follow up as required.
Case Assignments	2	This section is responsible for assigning all completed CPAs with a plan of adoptions. Currently we are assigning cases that were received in September, which could be an issue if court dates are approaching.
Suspense Desk	2	This section is responsible for handling original adoption documents, which need to be stored separate from other files. These cases need to be logged, sent and retrieved from storage. We currently have more cases that need to be processed than what the desk is able to keep up with. Some of the regional offices have informed us that safety hazard as our boxes are piled up in regional offices and in the suspense area as well.

Appendix F: Full Inventory of Programs

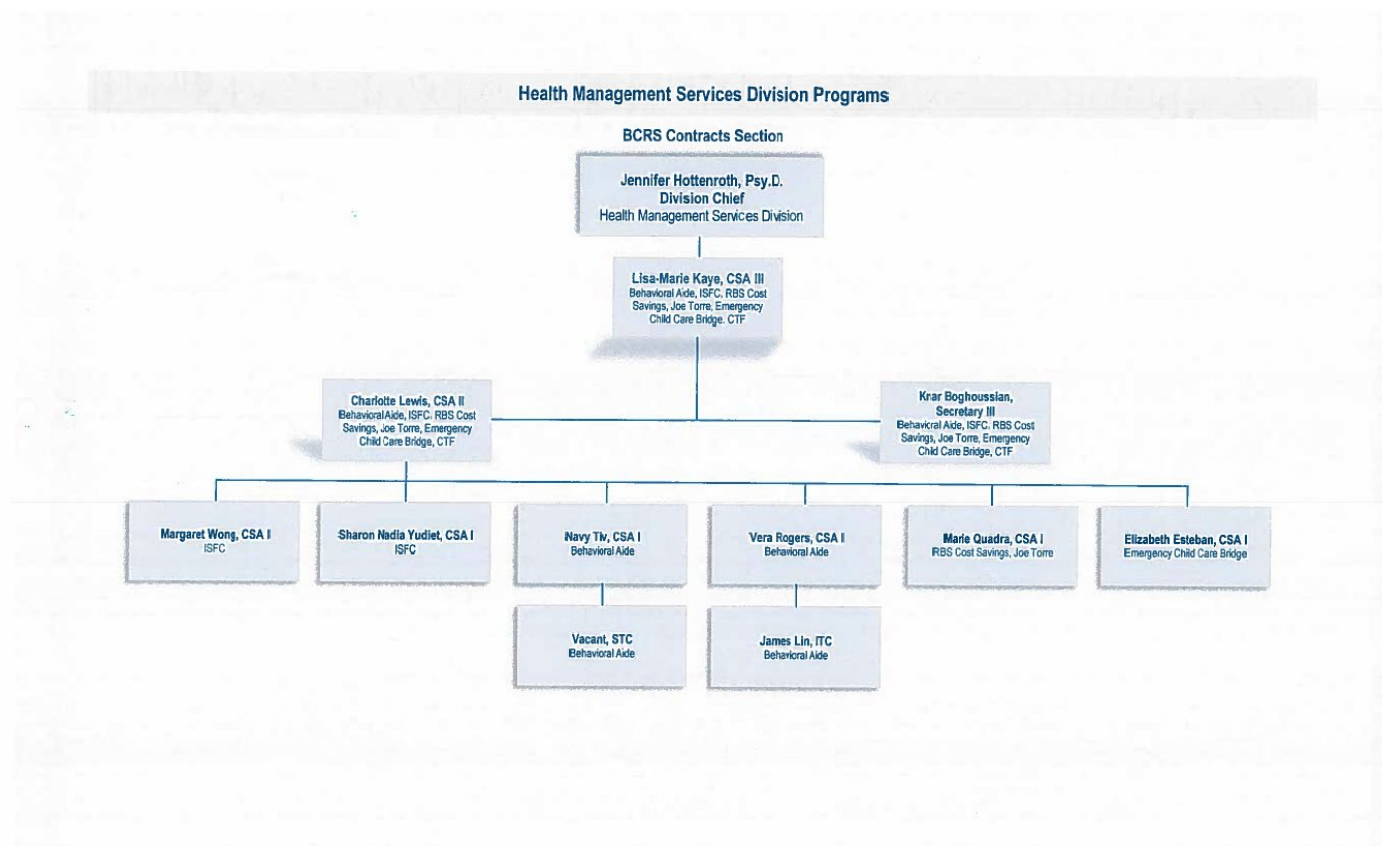
Chapin Hall created an integrated inventory of programs based on data captured by the Project Development Office (PDO), the Chief Executive Office (CEO), and responses from the programmatic survey. The full inventory will be sent as a Microsoft Excel spreadsheet and attached to this report. As stated in the 90-day recommendations, Director Nichols should instruct the PDO to partner with program leads to gather missing information for programs in the 'need additional information' and 'unable to assess' categories, identify measures and outcomes, and refine recommendations as needed.

Appendix G: Hierarchy of Reporting Structure

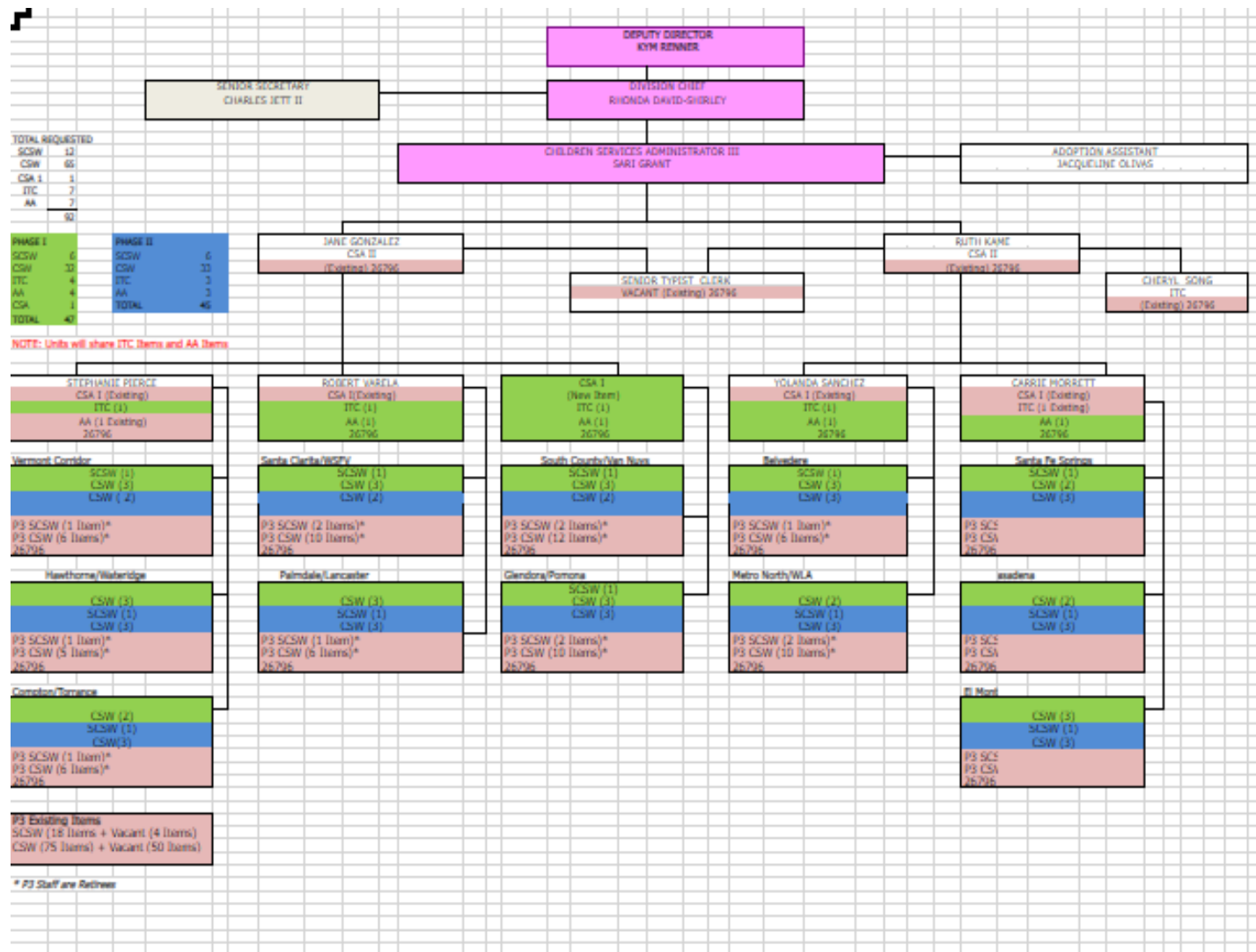
Per the Board Motion, programs' leads were asked to submit a visual depiction of their program's reporting structure. Based on the information received, it was apparent that leads interpreted the question in different ways. For example, some sent high-level visuals that depicted the overall reporting structure starting with the (Senior) Deputy Director. Others shared reporting structures specific to the program. In some instances, programs did not have a designated lead, in which case they did not submit a visual. In other cases, program leads provided a narrative description of their reporting structure. In total, Chapin Hall received responses from 14 program leads. (Please note, two files were not compatible with the report format, as a result, both will accompany the final report).



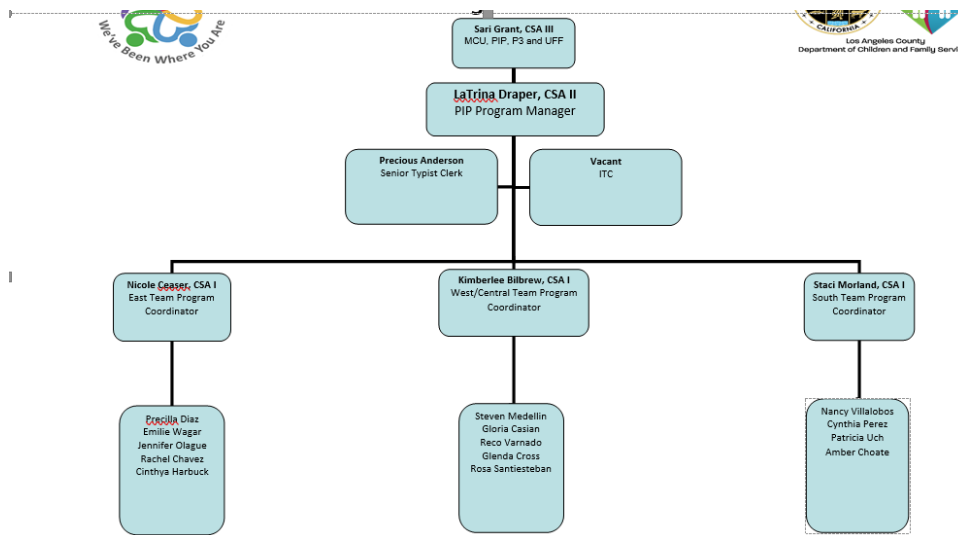
Description: visual depiction of family bonding program-reporting structure



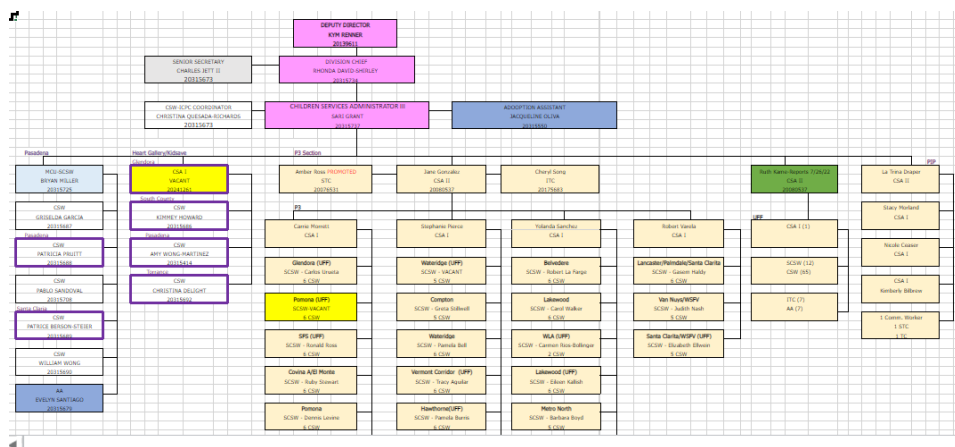
Description: Visual depiction of programs under Health Management Services Division



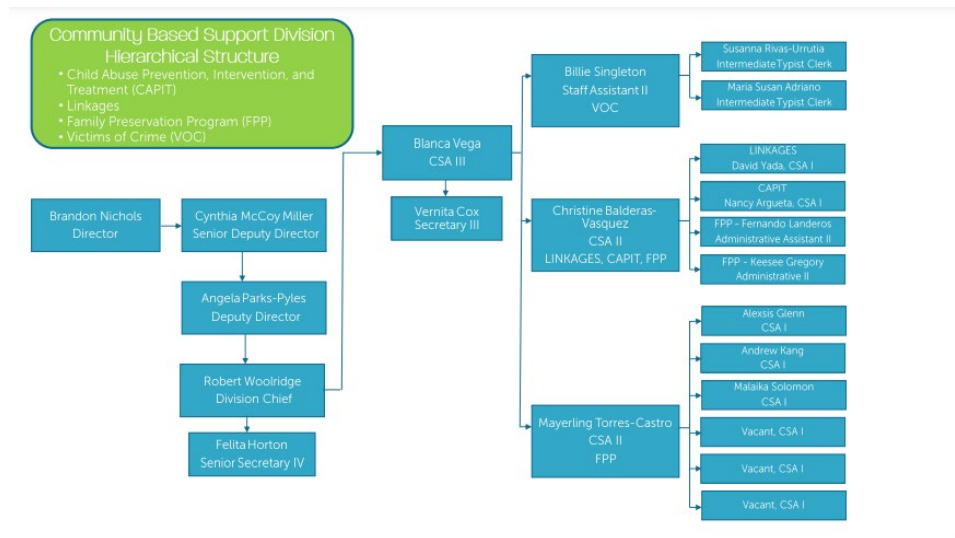
Description: Visual Depiction of UFF-P3 reporting structure



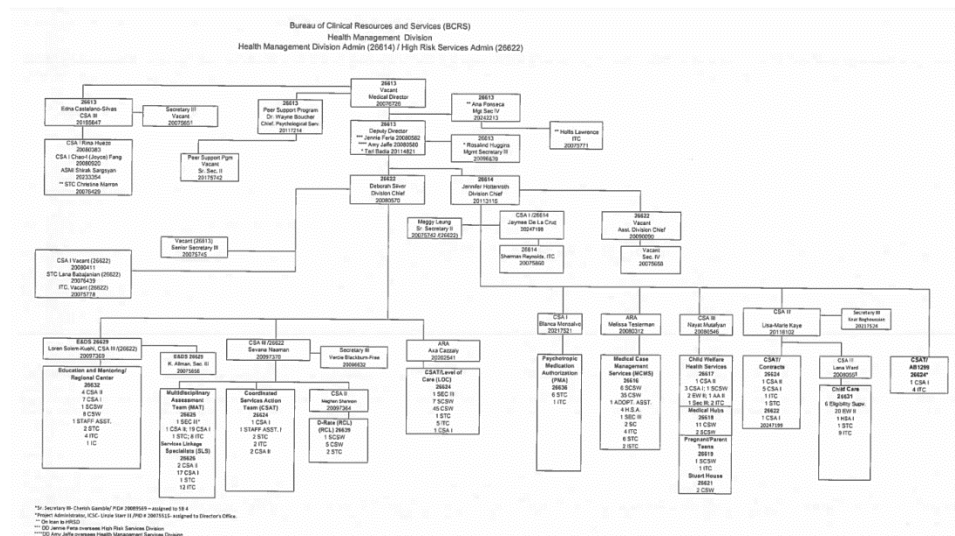
Description: PIP program reporting structure



Description: Adoptions program reporting structure



Description: Visual Depiction of reporting structure for programs under the community-based support division



Description: Visual depiction of entire Bureau of Clinical Resources and Services Division (BCRS)

Reporting structure information via narrative:

<u>Program</u>	<u>Narrative Information</u>
Raise a Child	RA, Javier Oliva -----> CSAI, Elaine Clarke
Child Family Team Meeting SB2 Metro North	RA, Javier Oliva; ARA, Jorge Rodriguez; Coach Developers (SCSWs), Martha Valenzuela and Rocio La Voie
Community Prevention Linkages	Brandon Nichols, Director; Diane Iglesias, Senior DD; Reginald Carter, Acting DD; Carlos Torres, Division Chief, Kecia Freeman
CPH and DMH Partnership for Prevention	Brandon Nichols, Director; Diane Iglesias, Senior Deputy Director; Reginald Carter, Acting Deputy Director; Carlos Torres, Division Chief; Kecia Freeman.
Multidisciplinary Assessment Teams (MAT) Child and Family Team Meeting (MAT/CFT) - SB2 West San Fernando Valley	Jamie Estrada is the only full-time staff member. There is 1 additional staff person who provides support to all 3 of OOE's programs
Multidisciplinary Assessment Teams (MAT) Child and Family Team Meeting (MAT/CFT) - SB3 Lancaster	
Youth Permanency Units - SB2 Santa Clarita	RA- Javier Oliva; ARA- Jose Galindo; SCSW- Lisa Geon; 6 CSWs