COUNTY OF LOS ANGELES
PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242

(562) 940-2501

JERRY E. POWERS
Chief Probation Officer

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Fifth District

June 9, 2014

TO: Each Supervisor

FROM: Jerry E. Powers J. P.
Chief Probation Officer

SUBJECT: **COUNSELING RESEARCH & ASSOCIATES, INC., DBA MASADA HOMES CONTRACT COMPLIANCE MONITORING REVIEW**

The Department of Probation, Placement Permanency & Quality Assurance (PPQA), Group Home Monitoring (GHM), conducted a review of Counseling & Research Associates, Inc., DBA Masada Homes, in January 2013. Masada Homes has a total of two sites; one site is located in the Fifth Supervisorial District, and another site located in the First Supervisorial District. Masada Homes provides services to Los Angeles County Probation and the Department of Children and Family Services (DCFS) children. According to Masada Homes' program statement, its purpose is to provide services and care for boys, ages 13 - 17 years, who exhibit behavioral, social, emotional, and psychological difficulties.

Masada Homes' two (2) six-bed sites are each licensed to serve a capacity of six boys, ages 7 - 18. At the time of review, Masada Homes was serving 10 Probation children and no DCFS children. The placed children's overall average length of placement was six (6) months, and their average age was 16 years old. There were five (5) Probation youth in the randomly selected interview sample, and one (1) of those youth was prescribed psychotropic medication. This case was reviewed to assess for timeliness of Psychotropic Medication Authorizations or sufficient documentation of psychiatric monitoring. Additionally, three (3) discharged children's files were reviewed to assess compliance with permanency efforts. All three (3) files were related to Probation children because there were no DCFS children discharged during the year. Four (4) staff files were also reviewed for compliance with Title 22 Regulations and County Contract Requirements.

SUMMARY

During the PPQA/GHM review, the interviewed children generally reported feeling safe at Masada Homes and that they were provided with good care and appropriate services, were comfortable in their environment and treated with respect and dignity. Masada Homes was in compliance with seven (7) of the 10 areas of the Contract Compliance Review: Educational and Workforce Readiness; Health and Medical Needs; Psychotropic Medication; Personal Rights and Social/Emotional Well-Being; Personal Needs/Survival and Economic Well-Being; Discharged Children; and Personnel Records.

However, deficiencies were noted in the areas of: Licensure/Contract Requirements, Facility and Environment, and Maintenance of Required Documentation of Services Delivery. Masada Homes did not maintain a comprehensive monthly clothing allowance log that reflected the amount received, spent and carried over. There were physical plant deficiencies at both Group Home sites. Masada Homes did not develop comprehensive Needs and Services Plans (NSPs) by documenting efforts to obtain the parent's signature on the NSPs, efforts to obtain the dates/frequency and relationship/details for phone and face-to-face contacts, and did not provide a concurrent case plan for each child's permanency plan. Masada Homes' supervisory staff was instructed to enhance monitoring in order to eliminate documentation issues.

REVIEW OF REPORT

On December 20, 2012, Probation PPQA Monitor Leng Lim held an Exit Conference with Masada Homes Administrators, George Igi, Executive Director/Board Member, Bernard Smith, Chief Operations Officer and Shannon Wolfe, Sr. Social Worker. Masada Homes representatives agreed with the review findings and recommendations, were receptive to implementing systemic changes to improve their compliance with regulatory standards and agreed to address the noted deficiencies in a Corrective Action Plan (CAP).

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

Masada Homes provided the attached approved CAP addressing the recommendations noted in this compliance report. Assessment for implementation of recommendations will be conducted during the next monitoring review.

If additional information is needed or any questions or concerns arise, please contact Director, Lisa Campbell-Motton, Placement Permanency and Quality Assurance, at (323) 240-2435.

JEP:REB:LCM:ed

Attachments (3)

c: William T Fujioka, Chief Executive Officer
Sachi A. Hamai, Executive Officer, Board of Supervisors
Brence Culp, Chief Deputy, Chief Executive Office
Wendy Watanabe, Auditor-Controller
Phillip L. Browning, Director, Department of Children and Family Services
Latasha Howard, Probation Contracts
Rhonda David-Shirley, Out-of-Home-Care Management, DCFS
Diana Flaggs, DCFS Contracts
Audit Committee
Sybil Brand Commission
Community Care Licensing
Bernard Smith, Chief Operations Officer, Masada Homes
Georgia Mattera, Public Safety, Chief Executive Office
Chief Deputies
Justice Deputies

MASADA HOMES
CONTRACT COMPLIANCE MONITORING REVIEW SUMMARY

Newell House
4740 W. 152nd St.
Lawndale, CA 90260
License # 198201957
Rate Classification Level: 12

Ralston House
2312 Ralston Lane
Redondo Beach, CA 90278
License # 191601785
Rate Classification Level: 12

	Contract Compliance Monitoring Review	**Findings:** January 2013
I	**Licensure/Contract Requirements** (9 Elements)	
	1. Timely Notification for Child's Relocation	1. Full Compliance
	2. Transportation Needs Met	2. Full Compliance
	3. Vehicle Maintained In Good Repair	3. Full Compliance
	4. Timely, Cross-Reported SIRs	4. Full Compliance
	5. Disaster Drills Conducted & Logs Maintained	5. Full Compliance
	6. Runaway Procedures	6. Full Compliance
	7. Comprehensive Monetary and Clothing Allowance Logs Maintained	7. Improvement Needed
	8. Detailed Sign In/Out Logs for Placed Children	8. Full Compliance
	9. CCL Complaints on Safety/Plant Deficiencies	9. Full Compliance
II	**Facility and Environment** (5 Elements)	
	1. Exterior Well Maintained	1. Improvement Needed
	2. Common Areas Maintained	2. Improvement Needed
	3. Children's Bedrooms	3. Improvement Needed
	4. Sufficient Recreational Equipment/Educational Resources	4. Full Compliance
	5. Adequate Perishable and Non-Perishable Foods	5. Full Compliance
III	**Maintenance of Required Documentation and Service Delivery** (10 Elements)	
	1. Child Population Consistent with Capacity and Program Statement	1. Full Compliance
	2. County Worker's Authorization to Implement NSPs	2. Full Compliance
	3. NSPs Implemented and Discussed with Staff	3. Full Compliance
	4. Children Progressing Toward Meeting NSP Case Goals	4. Full Compliance
	5. Therapeutic Services Received	5. Full Compliance
	6. Recommended Assessment/Evaluations Implemented	6. Full Compliance
	7. County Workers Monthly Contacts Documented	7. Full Compliance
	8. Children Assisted in Maintaining Important Relationships	8. Full Compliance
	9. Development of Timely, Comprehensive Initial NSPs with Child's Participation	9. Improvement Needed
	10. Development of Timely, Comprehensive, Updated NSPs with Child's Participation	10. Improvement Needed

IV	**Educational and Workforce Readiness** (5 Elements) 1. Children Enrolled in School Within Three School Days 2. GH Ensured Children Attended School and Facilitated in Meeting Their Educational Goals 3. Current Report Cards Maintained 4. Children's Academic or Attendance Increased 5. GH Encouraged Children's Participation in YDS/ Vocational Programs	Full Compliance (ALL)
V	**Health and Medical Needs** (4 Elements) 1. Initial Medical Exams Conducted Timely 2. Follow-Up Medical Exams Conducted Timely 3. Initial Dental Exams Conducted Timely 4. Follow-Up Dental Exams Conducted Timely	Full Compliance (ALL)
VI	**Psychotropic Medication** (2 Elements) 1. Current Court Authorization for Administration of Psychotropic Medication 2. Current Psychiatric Evaluation Review	Full Compliance (ALL)
VII	**Personal Rights and Social/Emotional Well-Being** (13 Elements) 1. Children Informed of Group Home's Policies and Procedures 2. Children Feel Safe 3. Appropriate Staffing and Supervision 4. GH's efforts to provide Meals and Snacks 5. Staff Treat Children with Respect and Dignity 6. Appropriate Rewards and Discipline System 7. Children Allowed Private Visits, Calls and Correspondence 8. Children Free to Attend or not Attend Religious Services/Activities 9. Reasonable Chores 10. Children Informed About Their Medication and Right to Refuse Medication 11. Children Free to Receive or Reject Voluntary Medical, Dental and Psychiatric Care 12. Children Given Opportunities to Plan Activities in Extra-Curricular, Enrichment and Social Activities (GH, School, Community) 13. Children Given Opportunities to Participate in Extra-Curricular, Enrichment and Social Activities (GH, School, Community)	Full Compliance (ALL)

VIII	**Personal Needs/Survival and Economic Well-Being** (7 Elements) 1. $50 Clothing Allowance 2. Adequate Quantity and Quality of Clothing Inventory 3. Children's Involved in Selection of Their Clothing 4. Provision of Clean Towels and Adequate Ethnic Personal Care Items 5. Minimum Monetary Allowances 6. Management of Allowance/Earnings 7. Encouragement and Assistance with Life Book	Full Compliance (ALL)
IX	**Discharged Children** (3 Elements) 1. Children Discharged According to Permanency Plan 2. Children Made Progress Toward NSP Goals 3. Attempts to Stabilize Children's Placement	Full Compliance (ALL)
X	**Personnel Records** (7 Elements) 1. DOJ, FBI, and CACIs Submitted Timely 2. Signed Criminal Background Statement Timely 3. Education/Experience Requirement 4. Employee Health Screening/TB Clearances Timely 5. Valid Driver's License 6. Signed Copies of Group Home Policies and Procedures 7. All Required Training	Full Compliance (ALL)

COUNSELING RESEARCH & ASSOCIATES, INC., DBA MASADA HOMES
CONTRACT COMPLIANCE MONITORING REVIEW
FISCAL YEAR 2012-2013

SCOPE OF REVIEW

The purpose of this review was to assess Masada Homes' compliance with the County Contract Agreement and Title 22 State Regulations and to include a review of Masada Group Home's program statement, as well as internal administrative policies and procedures. The monitoring review covered the following 10 areas:

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

For the purpose of this review, five (5) placed Probation children were selected for the sample. At the time of this review, Masada Homes was not providing services for any DCFS children. Placement Permanency & Quality Assurance (PPQA), Group Home Monitoring (GHM) interviewed each child and reviewed their case files to assess the care and services they received. Additionally, three (3) discharged Probation children's files were reviewed to assess Masada Homes' compliance with permanency efforts. There were no Los Angeles County DCFS children discharged during the year. At the time of the review, one (1) placed child was prescribed psychotropic medication. PPQA/GHM reviewed their case file to assess for timeliness of Psychotropic Medication Authorizations (PMAs) and to confirm the required documentation of psychiatric monitoring.

PPQA/GHM reviewed four (4) staff files for compliance with Title 22 Regulations and Los Angeles County contract requirements, and conducted a site visit to assess the provision of quality of care and supervision.

CONTRACTUAL COMPLIANCE

The following three (3) areas were found to be out of compliance.

Licensure/Contract Requirements

- Both Masada Homes sites and their accounting department did not maintain a comprehensive children's monthly clothing allowance log, which needed to reflect the monthly amount received, spent, and totaled. It was also noted that all children sampled and not sampled did not receive their initial clothing stipend from Masada Homes in the amount of $256.00 dollars, which was to be immediately disbursed to the child upon receipt from DCFS. Masada Homes representatives agreed that a

comprehensive clothing allowance log should be maintained and that they would take immediate corrective action to create and utilize a comprehensive log for both Group Home sites. Masada Homes representatives also agreed to immediately reimburse all children placed with their initial clothing stipend owed to them, to the best of their ability and upon further and more specific instruction from Probation.

Recommendations:

Masada Homes' management shall ensure that:

1. Create a comprehensive monthly clothing allowance log to be utilized at both Group Home sites.

2. Reimburse all children placed with their initial clothing stipend and provide proof of reimbursement for each child.

Facility and Environment

Both Masada Homes sites, Ralston and Newell Houses, were in need of repairs or replacements within the interior/exterior, common areas and bedrooms of both homes. Masada Homes' representatives agreed with the recommended repairs or replacements and that they would take corrective action to ensure the repairs or replacements were made.

- It was noted that in the Ralston House, there was old cracked caulking around the kitchen sink. The bathroom paint on the lower area of the wall behind the toilet has severe bubbling. The unused electrical outlet in bedroom #2 was not properly covered or secured. The detached garage located in the back of the house had a presence of trash and dirt on the floor.

- It was noted that in the Newell House, the door trim molding was broken off in the living room. The one wall in the television room has a small area of damage located by the patio door. The paint on the dining room wall behind the fish tank was severely peeling off. The bathroom located in bedroom #3 does not have a GFCI electrical outlet as required by the current building code. The bathroom located between bedrooms #1 and #2 have the following deficiencies:

    - The caulking around both sink faucets has presence of mold and mildew.
    - The sink countertop is damaged and was previously not repaired properly.
    - The piece of vanity wood molding is broken off and missing.
    - The bottom section of the left door molding was also broken off and missing.
    - The tiles and caulking surrounding the shower tub has a presence of mold and mildew.
    - The drywall surrounding the window sills has numerous holes and the paint is severely chipped off.
    - The electrical outlet by the bathroom sink is not GFCI as required by the current building code.
    - The exterior window screen located outside of the bathroom is torn.
    - The stucco on the lower sections of the exterior walls on the left, right, and rear of the house are severely damaged and falling off.

Recommendations:

Masada Homes' management shall ensure that:

1. All of the aforementioned physical deficiencies cited within the interior/exterior, common areas and bedrooms that have not already been fixed, at both the Ralston and Newell House sites, will be corrected and repaired in a timely fashion. This shall be in accordance with the Community Care Licensing, Title 22 standards, which states that all Group Home sites are to be "clean, safe, sanitary and in good repair at all times".

Maintenance of Required Documentation and Service Delivery

In January of 2012, Masada Homes representatives did not attend the Mandatory Probation Department and Department of Children and Family Service (DCFS), Needs and Services (NSP) training as required for all Group Home Providers. During the review, the PPQA/GHM reviewed NSPs developed prior to and after the January 2012, training. The monitor presented a copy of the SMART Goals Guideline training manual to Masada's Senior Social Worker to ensure that all future Initial 30-Day and Quarterly NSP reports are in compliance.

- It was noted that all NSPs were developed timely. However, all initial and quarterly NSPs were not comprehensive, as they did not provide children with realistic goals such as "Permanency" and "Independent Living Skills" and did not identify methods to achieve goals and those responsible for assisting children with achieving the goals. During the review, it was also noted that the Initial and Quarterly NSPs did not have adequate documentations in the following sections: visitation/involvement/contact with family of origin/guardian, parent's signatures, concurrent case plan goal, adjustment of placement, and report progress of child's educational goals. Masada Homes' representatives agreed that all required elements were not included in the NSPs and that they would take corrective action to ensure the development of comprehensive NSPs.

Recommendations:

Masada Homes' management shall ensure that:

1. Comprehensive initial 30-Day and Quarterly NSPs are developed and include all required elements, in accordance with the SMART Goals Guidelines.

PRIOR YEAR FOLLOW-UP FROM PROBATION's PPQA GHM's GROUP HOME CONTRACT COMPLIANCE MONITORING REVIEW

PPQA GHM's last compliance report dated November 5, 2012, identified seven (7) recommendations.

Results

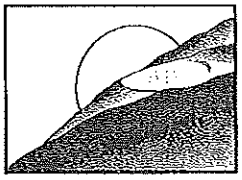
Based on the follow-up, Masada Homes fully implemented all seven (7) previous recommendations for which they were to ensure that:

- A complete follow-up walk through inspection of the interior was conducted, and all recommendations have been repaired or replaced. The interior deficiencies had been corrected. All graffiti on desks or dressers has been removed.
- In the Ralston House, the concrete slab in the backyard has been completely removed. The crack in bathroom #1 near the light switch has been repaired. Also, the backyard sliding door has been completely replaced.
- In the Newell House, the wall near the front door has been repainted. The coaxial cable has been secured to the wall. The bathroom counter in bathroom #1 has been repaired and a new mattress was bought for bedroom #2. Also, the towel rod in bathroom #2 has been replaced.
- All children eligible for ILP or YDS or any vocational program have been enrolled in their prospective programs.
- All children interviewed are offered the opportunity to attend religious services of their choices and allowed an input into types of activities being done in the group home.
- All children placed at the Group Home now have "Life Books" available during their stay at the agency. The Occupational Therapy Coordinator has incorporated the "Life Books" into their curriculum.
- All necessary Paperwork missing from the personnel files reviewed has been updated and placed in the respective employee files.

MOST RECENT FISCAL REVIEW CONDUCTED BY THE AUDITOR-CONTROLLER

The most recent Fiscal Review for Counseling Research & Associates, Inc., DBA Masada Homes from the Department of Auditor-Controller is dated December 28, 2012, for the fiscal period of July 1, 2009 through June 30, 2010. The report dated December 28, 2012, indicated that Masada Homes had questioned/disallowed cost. Masada Homes submitted a timely approved fiscal Corrective Action Plan, which is being monitored by the Department of Children and Family Services, Fiscal Monitoring Section.

January 11, 2013



MASADA HOMES

... building a foundation

A Division of Counseling & Research Associates

Leng Lim, DPO II
Los Angeles County Probation Department
Group Home Monitoring Unit
11701 S. Alameda Street
Lynwood, CA 90262

RE: Masada Homes Corrective Action Plan for Group Home Deficiency Report 2012-2013

Dear Mr. Lim,

Based upon your findings, the following Corrective Action Plan has been instituted:

Regarding the findings for Item I : Licensure/Contract Requirements:

1. Does not maintain a comprehensive clothing allowances log that reflects the amount received, purchased/spent and carried over/totaled for each child.

The recommendation mentioned was corrected by our agency accounting department. In Order to address the problem noted, on an on-going basis, the campus supervisor and the accounting department will meet monthly to ensure compliance with the Department of Family and Children Services (DCFS) and Los Angeles County Probation Department contractual obligations (see Document 1A).

Regarding the findings for Item II : Facility and Environment:

The recommendations mentioned were corrected by our maintenance staff. In order to address the problems noted in Item II, on an on-going basis, the group home staff will be responsible for inspecting the home on a daily basis to ensure compliance with Title XXII. Masada Homes' Day Supervisor will thoroughly inspect the two (2) group homes for compliance with Title XXII regulations and contractual obligations, on a weekly basis.

Ralston House:

1. Kitchen: cracked caulking around sink.
   CAP: new caulking was placed around the entire kitchen sink on 1/7/13.

2. Bathroom: severe paint bubbling.
   CAP: lower area wall was scraped and painted on 1/7/13.

3. Bedroom: electrical outlet not covered properly.
   CAP: a cover plate was placed over the unused electrical outlet on 1/7/13.

4. Garage (Exterior): presence of trash and dirt on the floor.
   CAP: the exterior of the garage was thoroughly swept and trash/dirt was removed on 1/7/13.

Newell House

5. Living Room: trim molding broken.
   CAP: bottom portion of trim molding was replaced with new molding on 1/7/13.

6. TV Room: damaged wall by patio door.
   CAP: wall area was repaired on 1/7/13.

7. Dining Room: paint peeling behind fish tank.
   CAP: wall area was prepped and painted on 1/8/13.

8. Bathroom: damaged vanity.
   CAP: purchased new vanity and will install by 1/25/13.

9. Bathroom in bedroom #3: no GCIF electrical outlet.
   CAP: disconnected wiring and placed a cover plate over the outlet.

10. Bathroom: exterior torn window screen.
    CAP: replaced torn screen/window seal.

11. Exterior: repair and repaint damaged stucco area.
    CAP: entire facility is being sandblasted and repainted by 1/31/13.

Regarding the findings for Item III: Maintenance of Required Documentation and Service Delivery:

Director of Group Homes, (Bernard Smith) met with agency social worker/case manager (Shannon Wolfe, MFT) to discuss the noted deficiencies for Item III to ensure that Masada Homes' will be in compliance with all Department of Children and Family Services/Los Angeles County Probation Department contractual requirements.

1. In the adjustment of placement area, social worker will include a specific quote provided by group home staff which will be a narrative of how the child is adjusting in the group home setting.
2. Masada Homes' Social Worker/Case Manager will actively seek out signature of the child's parent if it pertains to them and include documented efforts in attempting to obtain the signature.
3. Masada Homes' Social worker/Case Manager will always include a concurrent plan which is an alternative plan to the main permanency plan of child.
4. A phone log has been implemented at each group home in which the child/staff denote every phone call made and staff will monitor how the call went (i.e. fair, good, poorly – explain why the phone call went poorly).
5. Masada Homes' Social Worker/Case Manager will include in the Outcome Goals Section a goal regarding Permanency Planning as part of the child's goal (i.e. family reunification, emancipation, alternative guardianship, adoption, etc.).
6. Masada Homes' Social Worker/Case Manager will include in Outcome Goals Section, a mandatory goal of Independent Living Skill that is specific to the child and his group home experience, which will include skills that are specific to the child such as hygiene, cleaning, doing laundry and being self-sufficient during his placement.
7. Masada Homes' Social Worker/Case Manager will include in Quarterly Reports the specific goal for each child, the plan to achieve the goal listed, the method in which it is expected to be achieved and the person responsible for achieving the goal will noted in the report (i.e. the person who will monitor/implement goal and report the progress.

Regarding the finding for Item IV: Personal Needs/Survival and Economical Well-Being:

1. Client Arrival
   When a child arrives at Masada Homes clothing is given from the Annex located on-site at Masada. Clothing consists of belts, boxers, socks, blue jeans, gray polio shirts, white t-shirts, a sweatshirt and tennis shoes if needed. Each child is required to sign off on clothing received. Once the clothing is issued and signed for, the original form is placed in the child's file on site and a copy placed in the child's group home file. The cost of the clothing items will be deducted from the Initial Clothing Stipend issued from DCFS when received by Masada Homes.

2. Initial Clothing Voucher
   When the Initial Clothing Stipend is received by the Masada Homes' Accounting Department, the campus supervisor will be notified via email. The stipend transaction will be logged in and when it is to be issued with the next Quarterly Vouchers.

3. Initial Clothing Voucher
   The remaining balance of the initial Clothing stipend will be added to the Quarterly Clothing Voucher issued for J.C. Penny. The child is taken by a group home staff to purchase clothing of the child's choice, providing it follows Masada Homes' dress code.

   Each child is required to sign off on clothing purchased. Once the voucher has been redeemed it is then documented and the original is placed in the child's file on site and a copy placed in the child's group home file.

4. Monthly Clothing Allowance
   Each child is allotted $50.00 a month for clothing purchases. Masada Homes issues clothing allowance vouchers on a quarterly basis. Once every three (3) months a voucher to J. C. Penny is issued. The amount of each voucher will vary depending on how many months a child has been with Masada Homes and or if there was a prior balance.

   Each child is required to sign off on clothing purchased. Once the voucher has been redeemed a copy is placed in the child's file on site and a copy is placed in the child's group home file. The original is kept on file in the Accounting Department.

5. New Child
The "arrival date" of a new child to Masada Homes will determine the amount received at the first quarterly clothing allowance.

Example:
First Quarter Vouchers

September – October – November = $150.00

- If the child arrives after the 15th of September, he will receive $100.00 when the quarterly vouchers are issued.
- If the child arrives after the 15th of November, he will receive a voucher when they are issued.

Second Quarter Vouchers

December – January – February = $150.00

When a child leaves Masada Homes, any balance of money remaining will be spent to the child, provided the Masada Homes' Social worker/Case Manager is able to make contact with the child. If contact is not able to be made, the balance of money will be sent back to DCFS or Probation Officer of Record (see attachment 12A).

We hope that this Corrective Action Plan meets with your approval. If you have any questions, please feel free to call me at (310) 715 – 2020.

Sincerely,

Bernard Smith

Bernard Smith, MSW
Chief Operations Officer
Masada Homes