County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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

PHILIP L. BROWNING
Director

Board of Supervisors
GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

June 13, 2012

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

From: Philip L. Browning
Director

COUNSELING & RESEARCH ASSOCIATES d.b.a. MASADA HOMES FOSTER FAMILY AGENCY CONTRACT COMPLIANCE MONITORING REVIEW

The Out-of-Home Care Management Division (OHCMD) conducted a review of Counseling & Research Associates Foster Family Agency (Masada Homes) in July 2011, at which time the agency had 25 DCFS placed children in 16 homes.

Masada Homes has two offices, one located in the Second Supervisorial District and one in San Bernardino County. Both offices provide services to Los Angeles County the Department of Children and Family Services (DCFS) foster youth. According to Masada Homes' program statement, its goal is "to provide children with a stable and supportive living environment while preparing them for reunification with their biological families or placement." Masada Homes is licensed to serve children ranging from birth through 17 years.

For the purpose of this review, six children were selected for the review. All six sampled children's case files were reviewed. However, five children were interviewed as one child was too young to be interviewed. The placed children's overall average length of placement was 16 months and the average age was eight. Three certified foster parents' files were reviewed; four discharged children's files were reviewed; and five staff files were reviewed for compliance with the Title 22 Regulations and County contract requirements.

Two placed children were prescribed psychotropic medication. We reviewed their files to assess timeliness of psychotropic medication authorizations (PMAs) and to confirm that documentation of psychiatric monitoring was maintained as required.

SCOPE OF REVIEW

The purpose of this review was to assess Masada Homes' compliance with the County contract and State regulations. The visit included a review of Masada Homes' program statement, administrative internal policies and procedures, six placed children's case files, three certified foster parent files and five personnel files. Three certified foster homes were visited where foster parents were interviewed to assess the quality of care and supervision provided to children and we conducted interviews with five placed children to assess the care and services they were receiving.

A copy of this report has been sent to the Auditor-Controller (A-C) and Community Care Licensing (CCL).

SUMMARY

During the review, interviewed children reported feeling safe, being provided with good care and appropriate services, being comfortable in their environment and treated with respect and dignity.

We noted deficiencies related to Masada Homes failing to contact OHCMD regarding historical information on prospective certified foster parents, not conducting home inspection/re-evaluations for re-certification, Needs and Services Plans (NSPs) were not comprehensive, encouraging/assisting foster children in maintaining a life book/photo album, and documentation of required training for personnel.

Based on our review, the aforementioned deficiencies revealed the need for more thorough documentation. Additionally, routine monitoring of files by supervisory staff would appear to eliminate the documentation issues identified.

In conclusion, Masada Homes was receptive to implementing systemic changes to improve their compliance with regulatory standards. The Administrator agreed to address the noted deficiencies in a Corrective Action Plan (CAP).

NOTABLE FINDINGS

The following are the notable findings of our review:

- Of the three certified foster parents' files reviewed, one did not have documentation of OHCMD being contacted for historical information and none of the certified foster homes had annual re-assessments. Masada Homes' representatives agreed and stated that they will ensure that all prospective certified foster parents are cleared through OHCMD and that annual re-assessments are conducted.

- None of the NSPs were comprehensive. Specifically the goals were not specifc, measurable, and time-limited. Also, CSW contacts were not consistently documented. Masada Homes' representatives requested that the monitor provide training on NSPs. In addition to NSP training provided by OHCMD in January 2012, additional training was provided by the OHCMD Monitor to all social work staff on February 6, 2012.

- Of the five children interviewed, one child indicated that he was not encouraged/assisted in maintaining a life book/photo album. Masada Homes' representative agreed to ensure that all children are provided a life book/photo album.

- Of the five personnel files reviewed, three did not have documentation of initial training and emergency intervention training. Masada Homes' representatives stated they would ensure that all personnel files have the required documentation.

A detailed report of our findings is attached.

EXIT CONFERENCE

The following are highlights from the Exit Conference held January 4, 2012.

In attendance:

Richard Coleman, FFA Director, June Takanaka, Program Secretary, Alfreda Bantum, Supervising Social Worker (Fontana), Masada Homes and Sharon Koga, Monitor, DCFS OHCMD.

Highlights:

Masada Homes Director stated that he was in agreement with our findings and recommendations, and would follow through in making corrections to improve the Agency's compliance.

Masada Homes submitted an approved written Corrective Action Plan (CAP) and addressed each recommendation noted in this compliance report. The approved CAP is attached.

We will assess for full implementation of recommendations during our next monitoring review.

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

PLB:RS:KR
EAH:NF:sk

Attachments

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

COUNSELING & RESEARCH ASSOCIATES dba MASADA HOMES FOSTER FAMILY AGENCY CONTRACT COMPLIANCE MONITORING REVIEW - SUMMARY

18333 S. Main Street
Gardena, CA 90248
License Number: 197804472

8485 Tamarind Avenue
Fontana, CA 92335
License Number: 366099803

	Contract Compliance Monitoring Review	Findings: July 2011
I	**Licensure/Contract Requirements** (6 Elements) 1. Timely Notification for Child's Relocation 2. SIRs Documented and Cross-Reported 3. Runaway Procedures 4. Community Care Licensing Citations, Out-of-Home Care Management Division Reports on Safety and Physical Deficiencies 5. If Applicable, FFA Ensures Complete Required Whole Foster Family Home Training 6. FFA pays Certified Foster Parents Whole Foster Family Home Payments	Full Compliance (ALL)
II	**Certified Foster Homes** (13 Elements) 1. Home Study Prior to Certification 2. Contact with References/Including Check with OHCMD 3. Safety Inspection Prior to Certification 4. Timely DOJ, FBI, CACI 5. Health Screening Prior to Certification 6. Required Training Prior to Certification 7. Current Certificate of Approval on File Including Capacity 8. Home Inspection/Evaluations for Re-certification 9. Completed Training Hours for Re-certification 10. CPR/First Aid/Water Safety Certificates 11. CDL/Auto Insurance 12. Other Adults: DOJ/FBI/CACI 13. Transportation	1. Full Compliance 2. Needs Improvement 3. Full Compliance 4. Full Compliance 5. Full Compliance 6. Full Compliance 7. Full Compliance 8. Needs Improvement 9. Full Compliance 10. Full Compliance 11. Full Compliance 12. Full Compliance 13. Full Compliance

III	**Facility and Environment** (8 Elements) 1. Exterior Well Maintained 2. Common Areas Maintained 3. Children's Bedrooms/Interior Maintained 4. Sufficient Recreational Equipment 5. Sufficient Educational Resources 6. Adequate Perishable and Non Perishable Food 7. Disaster Drills Conducted 8. Allowance Logs	Full Compliance (ALL)
IV	**Maintenance of Required Documentation and Service Delivery** (11 Elements) 1. DCFS CSW Authorization to Implement NSPs 2. Children's Participation in the Development of NSPs 3. NSPs Implemented and Discussed with Foster Parents 4. Children's Progress Towards Meeting Goals 5. Timely Developed Initial NSPs with Child 6. Timely Comprehensive Initial NSPs with Child 7. Therapeutic Services Received 8. Recommended Assessments/Evaluations Implemented 9. DCFS CSWs Monthly Contacts Documented 10. Timely Developed Updated NSPs with Child 11. Timely Comprehensive Updated NSPs with Child	1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Full Compliance 5. Full Compliance 6. Needs Improvement 7. Full Compliance 8. Full Compliance 9. Needs Improvement 10. Full Compliance 11. Needs Improvement
V	**Education and Workforce Readiness** (7 Elements) 1. Child Enrolled in School Within Three Days 2. Child Attended School as Required 3. Agency Facilitates Child's Educational Goals 4. Child's Academic and/or Attendance Increase 5. Current IEPs Maintained 6. Current Report Cards Maintained 7. Agency Facilitates Children's Participation in YDS/ Equivalent/Vocational Programs	Full Compliance (ALL)

VI	**Health and Medical Needs** (6 Elements) 1. Initial Medical Examinations Conducted 2. Initial Medical Examinations Timely 3. Follow-up Medical Examinations Timely 4. Initial Dental Examinations Conducted 5. Initial Dental Examinations Timely 6. Follow-up Dental Examinations Timely	Full Compliance (ALL)
VII	**Psychotropic Medications** (2 Elements) 1. Current Court Authorization for Administration of Psychotropic Medication 2. Current Psychiatric Evaluation Review	Full Compliance (ALL)
VIII	**Personal Rights and Social Emotional Well-Being** (13 Elements) 1. Children Informed of Foster Home's Policies and Procedures 2. Children Feel Safe. 3. Satisfaction with Meals and Snacks 4. Foster Parents Treatment of Children with Respect and Dignity 5. Appropriate Rewards and Discipline System 6. Children Allowed Private Visits, Calls, and Correspondence 7. Children Free to Attend Religious Services/Activities 8. Reasonable Chores 9. Children Informed About Psychotropic Medication 10. Children Aware of Right to Refuse Psychotropic Medication 11. Children Informed About Voluntary Refusal of Medical and Dental Care 12. Children Participation in At-Home, School, Community Activities 13. Children Participation in Extra-Curricular Activities	Full Compliance (ALL)
IX	**Personal Needs/Survival and Economic Well-being** (8 Elements) 1. Clothing Allowance 2. Ongoing Clothing Inventories of Adequate Quantity 3. Ongoing Clothing Inventories of Adequate Quality 4. Involvement in Selection of Clothing	1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Full Compliance

	5. Provision of Personal Care Items 6. Minimum Monetary Allowances 7. Management of Allowance 8. Encouragement and Assistance with Life Book	5. Full Compliance 6. Full Compliance 7. Full Compliance 8. Needs Improvement
X	**Discharged Children** (3 Elements) 1. Stabilization of Placement Prior to Discharge 2. Discharge Summary Completed 3. Child Completed High School	Full Compliance (ALL)
XI	**Personnel Records** (15 Elements) 1. DOJ Timely Submitted 2. FBI Timely Submitted (After January 1, 2008) 3. CACIs Timely Submitted 4. Signed Criminal Background Statement Timely 5. Education/Experience Requirement 6. Employee Health-Screening Timely 7. Valid Driver's License 8. Signed Copies of FFA Policies and Procedures 9. Initial Training Documentation 10. One-Hour Training of Child Abuse Reporting 11. CPR Training Documentation 12. First-Aid Training Documentation 13. Ongoing Training Documentation 14. Social Workers Appropriate Case Ratio	1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Full Compliance 5. Full Compliance 6. Full Compliance 7. Full Compliance 8. Full Compliance 9. Needs Improvement 10. Full Compliance 11. Full Compliance 12. Full Compliance 13. Full Compliance 14. Full Compliance

COUNSELING RESEARCH ASSOCIATES dba MASADA HOMES FOSTER FAMILY AGENCY CONTRACT COMPLIANCE MONITORING REVIEW

18333 S. Main Street
Gardena, CA 90248
License Number: 197804472

8485 Tamarind Avenue
Fontana, CA 92335
License Number: 366099803

The following report is based on a "point in time" monitoring visit. This compliance report addresses findings noted during the July 2011 monitoring review.

CONTRACTUAL COMPLIANCE

Based on our review, Masada Homes was in full compliance with seven of 11 sections of our contract compliance review: Licensure/Contract Requirements; Facility and Environment; Education and Workforce Readiness; Health and Medical Needs; Psychotropic Medications; Personal Rights and Social Emotional Well-Being; Discharged Children. The following report details the results of our review.

CERTIFIED FOSTER HOMES

Based on our review of three certified foster parents' case files and/or documentation from the provider, Masada Homes was in full compliance with 11 of 13 elements reviewed in the area of Certified Foster Homes.

We noted that the FFA was not contacting OHCMD regarding historical information on prospective certified foster parents prior to certification, and not conducting re-evaluations/assessments for re-certification. The Administrator stated that they will ensure that all prospective certified foster parents are cleared through OHCMD and that annual re-assessments are conducted.

Recommendation:

Masada Homes' management shall ensure that:

1. OHCMD is contacted for historical information regarding prospective certified foster parents prior to certification.

2. Re-Evaluations/Assessments for Re-certification are completed at the time of re-certification.

MAINTENANCE OF REQUIRED DOCUMENTATION AND SERVICE DELIVERY

Based on our review of six children's files and/or documentation from the provider, Masada Homes fully complied with eight of 11 elements reviewed in the area of Maintenance of Required Documentation and Service Delivery.

We noted that the NSPs were not comprehensive, and CSWs monthly contacts were not documented. Also, the NSPs did not have goals that were specific, measurable, and time-limited. Masada Homes' representatives responded that their social workers will document

their CSWs contact on the NSPs. They requested that the OHCMD Monitor provide additional NSP training. This training was conducted on February 6, 2012 Masada Homes' La Verne location.

Recommendations:

Masada Homes' management shall ensure that:

3. Initial NSPs are comprehensive, including child specific, measurable, and time-framed goals.

4. Monthly CSWs contacts are documented on the NSPs.

5. Updated NSPs are comprehensive, including child specific, measurable, and time-framed goals.

PERSONAL NEEDS/SURVIVAL AND ECONOMIC WELL-BEING

Based on our review of six children's files and/or documentation from the provider, Masada Homes fully complied with seven of eight elements reviewed in the area of Personal Needs/Survival and Economic Well-Being.

We noted that one child reported he was not encouraged and/or assisted in maintaining a life book/photo album. The Administrator stated that they will ensure that all children are provided with a life book/photo album at intake.

Recommendation:

Masada Homes' management shall ensure that:

6. All foster children are encouraged/assisted in maintaining a life book/photo album.

PERSONNEL RECORDS

Based on our review of five staff files and/or documentation from the provider, Masada Homes fully complied with 13 of 14 elements reviewed in the area of Personnel Records.

We noted that three staff did not have documentation of initial training and emergency intervention training. The Administrator stated that all staff will have documentation of initial training and emergency intervention training.

Recommendation:

Masada Homes' management shall ensure that:

7. All employees have documentation of initial training and emergency intervention training.

PRIOR YEAR FOLLOW-UP FROM THE AUDITOR-CONTROLLER'S COMPLIANCE REPORT

The Auditor-Controller's (A-C) last compliance review was issued on November 13, 2007.

Objective

Determine the status of the recommendations reported in the prior A-C's compliance review.

Verification

We verified whether the outstanding recommendations from the A-C's last compliance review dated November 13, 2007 were implemented.

Results

The A-C's prior monitoring report contained two outstanding recommendations. Masada Homes was to ensure that NSPs contained all information required and that DCFS Social Workers approved in writing all NSPs; and that agency management ensure that staff working on the County contract received annual performance evaluations. Based on our follow-up of these recommendations, Masada Homes fully implemented one of two recommendations from the A-C's November 13, 2007 report. Further corrective action was requested to address the one remaining finding.

Recommendation:

Masada Homes' management shall ensure that:

8. They fully implement the outstanding recommendation from the A-C's November 13, 2007 report, which is also noted as Recommendation 3 in this report.

MOST RECENT FISCAL REVIEW CONDUCTED BY THE AUDITOR-CONTROLLER

A fiscal review of Masada Homes has not been posted by the A-C.

From:

MASADA HOMES

building a foundation

A Division of Counseling & Research Associates

January 25, 2012

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

Re: Corrective Action Plan for Masada Homes FFA

Dear Ms. Koga,

Based on the findings of from the Final Performance Evaluation of 1/4/2012 the following Corrective Action Plan will be implemented:

Item II.8 – Masada will ensure that all prospective foster parents' historical information is checked with OHCMD prior to certification.

Item II.14 – All homes are inspected for safety on a monthly basis. Masada will conduct a re-evaluation meeting with foster parents annually prior to re-certification utilizing the attached format.

II.15 – Foster parents receive training in Emergency Intervention prior to certification. Masada will ensure that on-going annual foster parent training includes training on Emergency Intervention utilizing the attached format.

Item IV.33 – All social workers will receive training on developing comprehensive Needs and Services Plans, including measurable goals, provided by the DCFS monitor.

Item IV.36 – Social Workers currently document CSW contacts in case notes. Masada supervisors will ensure that contacts are included in the quarterly report.

Item IV.38 – All social workers will receive training on developing comprehensive Needs and Services Plans, including measurable goals, provided by the DCFS monitor.

Item IX.74 – Masada will ensure the utilization of life books by providing the foster parent with a life book at intake and monitoring its use monthly by the Social Worker.

Item XI.86 – All staff receive required initial training. Masada will ensure that documentation of such training is included in each personnel file.

Item XI.87 – All staff will receive training in Emergency Intervention procedures. Masada will ensure that documentation of such training is included in each personnel file.

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

Sincerely,

Richard Coleman, MFT
FFA Director