Lower Caseloads/Workload Vital to Achieving Our Outcomes

I n June, I sent out an all-staff memo that focused on the department’s plan to lower caseloads and workloads. I would now like to take a moment to reiterate some of the initiatives we are currently focusing on to help make lowering caseloads a reality.

I truly believe that reasonable caseloads and workloads for social workers are vital to success in achieving our outcomes of increased safety, reduced reliance on out-of-home care and decreased timelines to permanency. I also believe that the success of the Title IV-E Waiver Demonstration Project is contingent on our reduction of children in foster care and going hand-in-hand with reducing caseloads.

There are two major department efforts underway to reduce caseloads. The first is State legislation that provided $22 million to our department earlier this year. This funding enabled us to hire more than 300 staff including Children’s Social Workers, Supervising Children’s Social Workers, Case Aids, Permanency Assistants, Eligibility Workers and clerical and support staff. We have also allocated some of this funding for mentoring, Family Preservation and technical supplies needed to support staff.

The second strategy is the implementation of the Title IV-E Waiver Demonstration Project which began in July. The Waiver will allow us the flexibility we need to pay for new services and supports we could not fund in the past. As a result, we expect to see fewer children entering care, more children served safely in their own homes and more children moving to permanency more quickly. This will result in lower caseloads and refocus our attention on the highest-risk, challenging cases that need the most attention.

As we move forward, we continue seeking your help to make an impact on caseloads. You should continuously review all children on your caseloads, paying special attention to those who are receiving services including Family Maintenance, Voluntary Family Maintenance, Family Reunification and Voluntary Family Reunification. We need to see how many of these cases are still open after the legally mandated timeframes and how many can be safely closed.

Also, I am asking that you continue to monitor all

We’re in the Waiver Now...

L.A. County’s Massive Child Reform Plan Underway

F irst Sequence to Focus on Three Priorities

O n July 1, the Los Angeles County Department of Children and Family Services (DCFS) and the Los Angeles County Department of Probation began implementation of a historic child welfare reform plan that will focus on preventative services to help families and keep children out of the foster care system. The plan also broadens the search for more permanent homes for children already in the system and builds on the department’s core mandate of ensuring all children can grow up in a safe, loving and permanent families.

The implementation was the result of years of planning and preparation that included negotiations with the State and Federal governments, support from the Los Angeles County Board of Supervisors and numerous meetings to gather input from staff and stakeholders.

While the waiver is not new or additional funding, it will allow for flexibility to re-invest Title IV-E funds to provide direct services based on each family’s individual needs so that children can remain safely with their families, are reunified sooner, or that an alternative permanency plan is achieved timely. It is expected that this will result in a cultural change for child welfare – a shift in thinking and practice away from removal from the home as the safest and best alternative for children.

Continued on page 7

Continued on page 3
As a regular part of "DCFS News," we recognize the successes of the Los Angeles County Department of Children and Family Services (DCFS) and its community partners. These success stories are diverse and offer an opportunity for staff and community partners to celebrate accomplishments and share the good work they are doing. To submit story ideas for this section, please e-mail Stuart Riskin of the DCFS Office of Public Affairs at riskis@dcfs.lacounty.gov.

Scrap of Paper Changes the Life of a Child

By Steve Newman, Adoptions

In January 2007 as part of the Concurrent Planning Redesign Project in the North Hollywood Office (now the Chatsworth Office), I was assigned to a case managed by Services CSW Selena Johnson.

My mission was to visit an 11-year-old girl named Anna who was placed for nearly two years in a foster home. I was to discuss legal permanency with the caretaker. I interviewed the foster parent who spoke for four hours about Anna's problematic behavior and not much else. It became obvious to me that not only was the caretaker unwilling to adopt the child, but she was also on the brink of replacing Anna.

Before I interviewed Anna I toured the home. The home was new and was decorated lavishly throughout. The biological children's bedrooms were nicely furnished with lots of toys and clothing. I noticed that Anna's bedroom was different.

In contrast, the foster child's bedroom had shabby furniture and was decorated sparsely. I noticed "foster children's luggage" (trash bags) in the closet. The foster parent told me that the reason for the condition of this bedroom was because the foster children were temporarily living in the home even though Anna had been "temporarily living" with this caretaker for nearly two years. I felt sad and wondered what I could do. Little did I know it at the time, but the child had the solution for me.

I interviewed Anna. I recalled that Anna had blond hair and brown eyes as big as saucers. She presented as animated and intense. Anna told me that a family unrelated to her adopted her younger sister. She had not seen her sister since they were detained but knew the names of the adoptive family. Anna knew that she could not return to her birthparents nor were there any relatives interested in taking care of her. She said that she did not want to be adopted by her caretaker.

Just before the interview ended, Anna showed me a piece of scrap paper -- a yellow Post-it note. On it was written in (adult) handwriting, "I, Mrs. Jay, substitute teacher, would be very interested in adopting Anna." I asked Anna if indeed this was real. She said that her regular substitute teacher wrote the note from school. I asked Anna if she wanted me to contact the teacher. She said yes. I copied the name of the teacher and the name of her school.

When I returned to the office, I gave the information to the Services CSW Selena Johnson. Selena verified the information and contacted Mrs. Jay. The teacher was interviewed by telephone and in person by Selena. The teacher, Mrs. Jay, did want Anna to be placed with her and even wanted to adopt her. Live scanning was done, placement steps were followed and Selena interviewed Mrs. Jay and her biological children. The home was AFSA approved and Selena felt comfortable that this would be an appropriate home for the child. The process took many weeks. Selena spent much time with the child assuring Anna that the home she selected would become her permanent adoptive home.

After Anna was placed in her teacher's home. Mrs. Jay wrote me the following e-mail:

"My little girl, this wonderful gift I have been given by your department, is an amazing child. When Anna and I first met in the classroom and she started telling me she was a foster child, I was interested, of course, in how her life was for her. She began telling me her story and then said she was up for adoption. I asked her why she wanted to be adopted and one of the things she said was, "I want to be part of a real family. One to call my own and never have to leave them. No social workers, no visits. Just me and my family. Happy. Mine... Forever."

"Okay, I admit it. I was hooked! She sold me! So, I spoke with her at recesses, during lunches. She started telling her friends I was going to adopt her, that I was going to be her mom! She was so excited! Okay, I admit that, too. I was excited at the prospect of having another child! When I told my children, they were glad, but, my biological daughter, was jumping for joy, 'A sister!!!' as she danced around the house!"

"I took a Post-it note, wrote down my number and told Anna to give it to her social worker. I never thought that such a little piece of paper would be viewed so grandly!!"

"Thank you all for allowing this great placement to become a reality. I bugged (CSW) Selena Johnson every other day, offered to do whatever she asked of me, asked a million questions of her, offered ideas to get this baby home! Now, Anna is home. A real home with a real family. Hers. Forever. She has a bright future with a family that loves her unconditionally! We thank you from the bottom of our warm hearts."

Today Anna lives with the family she wanted. The adoptive process is underway. All of this occurred because a child showed a social worker a note written on a piece of scrap paper. Most important, Selena and I worked as a team to follow up.

This little yellow Post-it note may turn out to be the most important "document" of Anna's life. The lesson? If used to its potential, the Concurrent Planning Redesign Project really does work and it really is the little things in life that count.
of your cases where a child has been placed with a relative for more than a year and it appears that they are in a safe and stable permanent home. With the new Enhanced KinGAP Program and additional support we can provide to relative caregivers. Many of them may be appropriate for and interested in exiting the system.

As a former social worker, I understand the challenges and fatigue that can come with heavy caseloads. You are doing an extraordinary job, but I know that many of you have felt frustrated you cannot spend as much quality time as you would like with the challenging families and children on your caseloads. It is my hope that as a department we will be able to change that.

Recently, Casey Family Programs hosted my attendance as a fellow at the Aspen Ideas Conference. The theme was “The Future of America’s Children” with part of the discussion centering on the nurturing of families and permanency for children and the importance of them not growing up in care.

What this illustrated is that we are at the dawn of a national child welfare trend of improving the lives of children and families. I firmly believe that Los Angeles County can serve as a model for other child welfare agencies by leading the way with innovation and improvement, with lowering caseloads and workloads as part of our improvement strategy. This will allow us to emerge as a leader, continually improve our services to families and ultimately achieve our outcomes.

Patricia S. Ploehn, LCSW
Director

ON THE LINE

Retired Social Workers Provide Valuable Skills to Program

Patricia Mopkins retired on February 28, 2005, after working for the Los Angeles County Department of Children and Family Services (DCFS) for 37 years.

When she retired, she planned a life of volunteer work for her church and continuing to pursue her goal of traveling to every continent around the globe. She has already been to Africa, Europe, Asia and the Middle East.

But despite a busy schedule, Mopkins found the walls “closing in on her.” Then, came a fateful phone call. Within three months of her retirement, Mopkins was asked to return to work part time for the department’s Permanency Partners Program (P3). She says she was glad to get out and back to work.

Today, Mopkins works 15 to 20 hours weekly mining cases of older foster youth. The P3 program, as well as the Family Finding efforts currently underway in the department, are modeled after the law enforcement concept of the “cold case cowboy,” where police have asked the most experienced retired detectives to come out of retirement to solve old murder cases.

Through this concept, retired social workers like Mopkins are having the same success discovering long lost connections for older youth ages 12 to 18. Social workers such as Mopkins, called Permanency Partners, are not the youth’s primary social worker, but an additional resource focused on finding connections for the children. They know how to navigate DCFS internal records and systems.

Mopkins says the Permanency Partner and youth meet, talk and spend a substantial amount of time together in order to establish a trusting relationship. They then work towards the identification of important people in the youth’s life, whether that is someone they are currently in contact with or someone from the youth’s past.

If the adult and youth agree, the P3 staff, working in conjunction with the social worker, will develop a plan to help define the relationship that could include adoption or legal guardianship. The P3 staff continue follow-up with the case by identifying and working with the social worker to arrange for services that will aid the youth in making and maintaining these connections.

P3 services have been implemented Countywide, with one or more staff assigned to each major DCFS Office. Mopkins works in the DCFS Pomona office where there are approximately 80 social work staff and 12 P3 supervisors, the majority being DCFS retirees working part time. Each office is able to implement the program in a way that meets the needs of that office and the youth it serves.

“Connecting kids to family is such a rewarding feeling,” says Mopkins. She says that just finding connections for the youth can change their entire outlook. Since the inception of the pilot, 1,000 youth have been paired with Permanency Partners throughout the County.

Mopkins says that she has not found a child who was not interested in making some kind of contact during the two years she has been a part of the program. Sometimes long held questions are put to rest during the search, like finding out a parent has died, while new doors open and give the child new hopes. In her favorite cases, Mopkins found the long lost grandparents of six siblings in Illinois. Although the grandparents were not able to take the children due to health issues, they re-established an important connection for the children.

Since the first youth was referred to the program, P3 has succeeded in identifying a legally permanent plan for 32 percent of the youth involved in the program.
SPA SPOTS

DCFS Shares Award with DMH

This past May, the Department of Mental Health (DMH) and DCFS shared an award at the California Mental Health Advocates for Children and Youth 27th Annual Asilomar Conference. The “Transformer of the Year” award was given to the two departments for their efforts to improve their systems as a result of the Katie A. lawsuit.

The award is in recognition of both departments’ efforts to meet the settlement agreement through strength-based and community-focused programs such as Wraparound and Family-to-Family. These programs support safety, permanence, well-being and mental health services to children and families under DCFS’ care. The programs also empower clients by inspiring family voice and choice, collaboration and improving outcomes for children. By expanding Wraparound, DCFS has demonstrated a commitment to reducing the number of children in out-of-home care.

Division Chief Dr. Michael Rauso also received an award for his work in the Wraparound program and was named “System Transformer of the Year.”

Latino Family Preservation Celebrates 15 Years

The Latino Family Preservation Program (LFPP) celebrated 15 years of strengthening families and protecting children at risk of out-of-home placement during a community resource fair and parent conference this past spring at Our Lady of Soledad Church in East Los Angeles. The event served not only as a forum for extending resources and information to families in the community, but also as an opportunity to recognize valued partners for their service and dedication in the community.

More than 200 people attended the event. Various community-based organizations serving the East Los Angeles area were also represented as well as local politicians.

Latino Family Preservation was one of the department’s first programs of this type. What makes LFPP unique is that program workers work with a family from the very first call that the DCFS Child Protection Hot Line receives.

Usually, the initial worker stays with the family throughout the life of that case. Strong bonds of trust and security are forged between the worker and the families. Many former clients came to the celebration to support their workers and the program. Program social workers say that there is such commitment and camaraderie in the program that there is little turnover of staff within LFPP.

The program also does quite a bit of community outreach. Parenting classes are one of numerous programs that LFPP offers the community.

Kids Experience the Big League

Through the Big League Umpiring Experience (BLUE) Crew tickets program, children receive free tickets to a professional baseball game with the opportunity to meet the host umpire for a souvenir baseball and on-field photo. BLUE is a non-profit organization, established by national umpires calling major league games, to serve the community outreach initiatives of professional sports officials.

National umpires traveling to various U.S. cities offer a unique up-close baseball experience to disadvantaged or underprivileged youth. One of the programs they developed is titled “Blue Crew,” where three youth and a chaperone are special guests of an umpire, are given special seating at a professional baseball game, get to meet the umpire and walk onto the baseball field, take a picture that will later be autographed, and receive some souvenirs which includes an autographed baseball.

At a recent Los Angeles Angels of Anaheim versus the Chicago White Sox game, three brothers along with their CSW Julio Leyna-Sainz enjoyed a BLUE for Kids game. Leyna-Sainz said that all three brothers are excellent students and deserved the outing. The brothers toured the private team areas including the team practice area and clubhouse. They also talked with the umpires and got to hang out with the players. They received autographed balls, batting gloves and caps.

“They were treated like rock stars,” said Leyna-Sainz.

The BLUE organization is now working with the Dave
Thomas Charitable Foundation to develop a pilot program that would highlight adoptable youth in foster care through “Blue For Kids” at their baseball games.

For more information on the “Blue Crew,” contact Lisa Kaye at (213) 739-6206.

DCFS Retiree Donates Cash Gift to Trust Fund

CSW Susan Allen from the former North Hollywood Office Adoptions’ Division recently left the County after 11 years of service to move to Vancouver, Canada. While she had the usual send-off luncheon, it was not held in a restaurant. Susan made an unusual request for her sendoff. She did not want to receive anything for herself. Instead, she wanted to give something back.

“I have everything I need and I just wanted pictures and memories of the wonderful people I worked with,” said Allen.

The luncheon was a potluck in the office and the suggested contribution of $10 per attendee was donated to the DCFS Families and Children’s Services Trust Fund, per Allen’s request. In total, $500 was collected. Then, Allen personally matched the amount out of her own pocket for a total of $1,000.

The DCFS Trust Fund provides funding for one-time only services for foster youth that are otherwise not covered by any other source.

Employee Honored with ‘Si, Se Puede’ Award

Every year, in honor of migrant worker advocate Cesar Chavez’ birthday, the Cesar Chavez “Si Se Puede” (“Yes, You Can”) award is presented to a community activist. This year, the award went to DCFS Community Worker Jose Luis Orozco for his work at fighting for foster and probation youth. Orozco is not your average 30-year-old. His current work comes directly from his own struggles.

Born premature and severely hard of hearing in Uriapan, Michoacan, Mexico, in a home filled with domestic violence and drug abuse, Orozco emigrated to California with his family as a small child.

In 1986, he was taken into protective custody by DCFS.

Orozco went on to participate in the DCFS high school graduation ceremony Celebration I event in 1996. In spite of this, Orozco found himself homeless a few months later. But, he turned this around by founding the Antelope Valley Emancipation Youth Club, which is still active today. Orozco later joined DCFS as a youth counselor helping other young people transition to independence before moving on to community work.

Currently, Orozco attends night classes at the Lancaster campus of the University of Phoenix, pursuing a degree in Human Services. He plans to go on to the college’s graduate program in Mental Health Counseling. Both will be instrumental as he continues to work with foster and gang youth.

Foster Parents Recognized for Special Service

Recently, the Emergency Shelter Care Program (ESC) named Robert and Beulah Martin as “Providers of the Year.” They have been foster parents since 1973 and ESC providers since 2004.

Beulah Martin explains that she and her husband became foster parents at the suggestion of a church friend who was a foster parent herself. The Martins had recently lost their only child and Mrs. Martin needed to keep busy and occupied through her grief. Over the years, the Martins have taken in hundreds of youth, many with special medical and emotional needs.

Along the way, the couple adopted two of their foster children who are now 34 and 32 years old. During the last year, one of their children married in Oklahoma. They also have two grandchildren. The Martins have also taken legal guardianship of two adolescents who were both eventually reunited with their mothers. However, the couple still keeps in touch with these young men and their families.

As the Martin’s grew older they became ESC foster parents in 2004. At 76, Mrs. Martin is still able to take in children at all times of the day and night and care for them for up to 14 days.

Many of the children placed with the Martins come with health issues. Although her younger sisters tell her to retire, Beulah Martin said they plan to keep fostering as long as they can.
Workgroup Looks at Grief, Mourning and Loss Issues

The Grief, Mourning and Loss Workgroup, under the leadership of the DCFS Bureau of the Medical Director/Health Care Planning, was established to provide recommendations on providing services to children, their families and staff when there is a death related to their family or work.

The workgroup has identified needs and resources and is developing guidelines and protocols for strengthening the DCFS service delivery system. In addition, the workgroup also provided recommendations on support for DCFS staff.

Workgroup members include a cross-section of internal and external stakeholders who have had experience in addressing the needs of children, their families and social service professionals on the issue of death.

Some of the external stakeholder representation includes the Inter-Agency Council on Child Abuse and Neglect (ICAN), Children’s Hospital Los Angeles, the Center for Grief and Loss for Children Program of Hathaway-Sycamores Children’s Services, United Care Foster Family Agency and the Child Welfare Division of the Los Angeles County Department of Mental Health.

DCFS divisions involved in the workgroup include Education and Licensure, the D-Rate Program, Public Health Nursing Program, Juvenile Court Services, Training, Medical Placement Units, Adoptions, Kinship Support, Emergency Response/Command Post, Health and Mental Health and Substance Abuse Services.

“Loss, trauma and death are realities for so many children in the child welfare system, yet it is so hard for all of us working with these children to face it head on,” said Mary Nichols, a workgroup member from ICAN. “The importance of giving line staff tools, resources and support to address the children’s loss as well as their own feelings, is critical.”

Since its inception, the workgroup has distributed a department-wide questionnaire to gather information that would assist the workgroup in determining what might be working well and what is needed in the areas of training, resources, staff’s ability to adequately handle the issue. The group also asked for staff’s personal interest in support and intervention services when they experience grief and loss in the line of work.

DCFS Workgroup Chair Donna Fernandez said, “During the time the questionnaire was implemented, I received numerous inquiries from line operations staff with a request for resources to assist a child or family member who has suffered a recent death.”

At the current time, the workgroup is continuing to flush out the comments and suggestions received from staff and the plan is to communicate these with staff. The group also is continuing its work on developing recommendations for DCFS staff training as well as guidelines for staff to use in serving children and families at the time of a death such as a resource guide and a recommended support program for staff.

For further information, call Donna Fernandez, at (213) 639-4804.

### Workgroup Survey Findings

- 48.4 percent of DCFS line social workers and supervisors who responded have experienced the death of a child, a parent, or caregiver of a child on their caseload; and 81.4 percent of DCFS line social workers and supervisors who responded have experienced a death on a broader scale, while on the job.
- 78.7 percent of DCFS line social workers and supervisors reported not having enough training to talk about death, with 83.2 percent are having difficulty speaking about death to children, and 80.3 percent having difficulty speaking to adolescents.
- 91 percent of DCFS line social workers and supervisors reported not having adequate resources on grief, mourning and loss.

Congratulations to the Torrance Office—2007 DCFS Family Fun Day ‘Spirit Award’ winners!
Were in the Waiver Now...

Continued from page 1

The first part of waiver implementation, or sequence 1, will focus on three of the eight priorities to improve outcomes for children and families. These include:

- Expansion of Family Team Decision-Making (FTDM) conferences to focus on permanency;
- Upfront assessments for mental health, substance abuse and domestic violence for high-risk cases, with expanded Family Preservation slots starting at the Compton office; and
- Expansion of Family Finding and Engagement through Specialized Permanency Units starting in three offices – Metro North, Lakewood and Pomona.

In addition, DCFS has already begun to implement a new Countywide Prevention Initiative focusing on locally based networks of prevention services and supports. As we evaluate our progress, the following priorities are among those that will be considered for implementation over the next four years:

- The Prevention Initiative;
- Expansion of Family Preservation Services;
- Recruitment, development and use of community-based placements;
- Enhancement of parent-child visitation including plans to bring in more staff to serve as trained monitors to assist social workers with visits; and
- Use of aftercare support services.

This past summer, a State evaluator conducted staff surveys and focus groups to measure changes to the DCFS service delivery system under the waiver. As the project moves forward, each initiative will be evaluated regularly and findings will be included in the implementation plan. Regular updates will be provided to staff and stakeholders.

For more information, log onto the L.A. Kids web site or e-mail Los Angeles County’s Waiver Demonstration Project Coordinators at waiverinfo@dcfs.lacounty.gov or waiverinfo@probation.lacounty.gov.

‘DCFS News’ Wins National Award!

The department’s newsletter, “DCFS News,” has won the first place “Superior” award in the Internal Publication category from the National Association of County Information Officers (NACIO). In addition, “DCFS News” was singled out as “Best in Class.” The Office of Public Affairs, which produces the newsletter, accepted the award and represented the department at a national awards banquet in Virginia in July. "DCFS News" competed against hundreds of other internal publications in this category from counties throughout the country.
COUNTY DAY AT THE FAIR
Sunday, September 9, 2007
Gates open at 10 a.m.
Fairplex in Pomona
Information: (213) 974-1363
County employees will receive special admission prices at the L.A. County Fair.

LATINO ADOPTION FIESTA
Saturday, September 29, 2007
Information: (626) 229-3779
A relaxing and fun time for approved adoption applicants to meet and interact with Latino children who are available for adoption.

“RISING STARS” BENEFIT
Saturday, October 27, 2007
6 p.m.
Norris Center for the Performing Arts, Palos Verdes
Information: (310) 373-0888
The evening’s event raises scholarship funds which will provide a brighter future for hundreds of L.A. County foster youth. Dinner, entertainment and auction featured.

NATIONAL ADOPTION SATURDAY
Saturday, November 17, 2007
8:30 a.m.
Edmund D. Edelman Children’s Court, Monterey Park
Information: (310) 972-3120
Courts around the country along with Edelman’s Children’s Court will open their doors to finalize hundreds of adoptions and celebrate the adoptive families.

The artwork featured on this page was created by a foster youth as part of the annual Animagination art event.