

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

**A. GENERAL INFORMATION**

1. Date

1/12/16

2. Department

Department of Social Services

3. Organizational Placement (Division/Branch/Office Name)

Children and Family Services Division/Continuum of Care Reform (CCR)

4. CEA Position Title

CEA A-Chief of Continuum of Care Reform

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Chief of the CCR Branch, CEA A oversees all statewide policies, procedures, processes, and protocols necessary to implement Assembly Bill (AB) 403. AB 403 is the 2015 Governor's initiative that seeks to accomplish California's longstanding goal that all youth in foster care have their day-to-day physical, mental, and emotional needs met; that they have the greatest chance to grow up in permanent and supportive homes; and that they have the opportunity to grow into self-sufficient, successful adults.

6. Reports to: (Class Title/Level)

Deputy Director/CEA B

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain): The Chief of the CCR interacts frequently with the Chief Deputy Director and Deputy Director on policy issues relative to the Continuum of Care Reform for Foster Care.

8. Organizational Level (Select one)

- 1st
- 2nd
- 3rd
- 4th
- 5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Chief of the Continuum of Care Reform (CCR) CEA A develops and implements statewide child welfare program policies, internal policy and strategic program direction. Responsibilities include:

1. Oversees and directs the implementation of statewide policies, procedures, processes and protocols enacted through AB 403.
2. Provides management oversight to ensure that program implementation captures legislative and administrative intent as set forth by AB 403.
3. Directs the formulation and promulgation of regulations.
4. Manages politically sensitive issues regarding the health and safety of foster children and youth, and represents CDSS in stakeholder meetings.
5. Increases capacity for home-based family care, and increases overall accountability and performance for child, youth and family outcomes.
6. Transforms group homes into a new category of short term residential treatment centers seeking licensing to provide therapeutic residential services, and requires those facilities to be certified by counties through their mental health plans by January 1, 2017.
7. Ensures the Implementation Plan reduces reliance on congregate care or group care, in an effort to move children to stable permanent families.
8. Oversees the statewide implementation of the Resource Family Approval process that will improve selection, training and support of families under a streamlined, family friendly process for approving families (including relatives) seeking to care for a child in foster care, whether on an emergency, temporary or permanent basis.
9. Instructs counties in the implementation of placement assessment policy.
10. Establishes core services and supports for foster youth, their families and resource families.
11. Revises the rate-setting structure, increasing accountability and performance of care providers.
12. Develops evaluation methods for provider performance.

The Chief of the CCR is also responsible for managerial and administrative tasks, including:

1. Supervises one Staff Services Manager (SSM) II, five SSM Is, one Licensing program Manager I and oversees 22 staff throughout the six units of the CCR Branch.
2. Ensures the CCR Branch achieves the objectives of limiting reliance on congregate care, increasing capacity for home-based family care, increasing engagement with foster children/youth and families, revising the foster care rate structure, increasing accountability and performance reporting and legal support.
3. Ensures, through subordinate managers, that CCR staff deliver timely and efficient resources to counties that support the development and implementation of creative strategies for supporting, retaining and recruiting quality relative and non-relative resource families.
4. Represents CDSS at conferences, stakeholder meetings and participates in CDSS Executive Staff meetings.
5. Administers organizational changes resulting from AB 403 affecting the mission and organization of the division. Responsible for overseeing the \$100 million CCR budget.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The mission of CDSS is to serve, aid and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility and foster independence.

The mission of the CCR Branch is to improve the delivery of foster care services and achieve positive outcomes for children and families served by California's Child Welfare Services (CWS) programs.

**B. SUMMARY OF REQUEST (continued)**

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

On October 11, 2015, Governor Brown announced the signing of AB 403, enacting a series of improvements to California's Child Welfare System. AB 403 provides the statutory and policy framework to ensure services provided to a foster child or youth, and his or her family, are tailored toward the ultimate goal of maintaining a stable permanent family. Reliance on congregate care or group care will be limited to short-term, therapeutic intervention which is just one part of the continuum of care available to children, youth and young adults.

Continuum of Care refers to the spectrum of care settings for youth in foster care, from the least restrictive and least service-intensive (a placement with an individual foster family or an extended family member) to the most restrictive and most service-intensive (a group home with required participation in mental health treatment and limits on when the youth can leave the facility).

While most youth in foster care are placed in homes with resource families, about 3,000 youth live in group home placements, also known as congregate care. Over two-thirds of the youth in congregate care have remained in such placements longer than two years, and about one-third have lived in such placements for more than five years.

Foster youth who live in congregate care settings are more likely than those who live with families to suffer a variety of negative short and long-term outcomes. Such placements are associated with the creation of lifelong institutionalized behaviors, an increased likelihood of being involved with the juvenile justice system and the adult correctional system and low education attainment levels. Further, children who leave congregate care to return to live with their families, are more likely than those who were placed in family-based care to return to the foster system.

AB 403 addresses these issues by giving families who provide foster care, now known as resource families, targeted training and support so that they are better prepared to care for youth living with them.

### C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Chief of the CCR is responsible to develop and implement statewide policies as related to AB 403. These policies will assist in strengthening the statewide foster care system.

1. Home-Based Family Care (HBFC): Establishes statewide policies to improve HBFC. Updates the assessment process so that the first out-of-home placement is the right one. Transitions children from congregate care into home-based family care with resource families. Reducing placements in congregate care settings will require specially trained resource families to be available to care for youth in home settings, either in resource families approved by a county or through a Foster Family Agency. Strengthens training and qualifications for resource families providing care to foster youth and congregate care facility staff. AB 403 increases efforts to recruit and train families to meet the needs of foster youth as they step down from short-term residential placement settings with high service levels to less restrictive settings. Statewide impact: Provides foster children and youth with a stable home environment which supports appropriate childhood development.

2. Residential Treatment (RT): Establishes statewide policies to improve RT. Transforms group homes into a new category of congregate care facility defined as Short-Term Residential Treatment Centers (STRTCs). In order to reduce reliance on congregate care as a long-term placement setting, AB 403 redefines the purpose of group care. STRTCs will provide short term specialized and intensive treatment, and will be used only for children whose needs cannot be safely met initially in a family setting. AB 403 requires STRTCs to be certified by counties through their mental health plans by January 1, 2017. Statewide impact: Properly identifies the most vulnerable children and youth allowing for appropriate placement and case management in the foster care system; resulting in a decrease of institutionalized behavior, a reduction of low educational attainment levels and a reduction of foster children being involved in the juvenile justice system.

3. Performance Measures and Outcomes (PM&O): Establishes statewide policies to improve PM&O. A multi-departmental review team will focus on the programs' administrative and service practices, and overall performance, to ensure providers are operating programs that use best practices, achieve desired outcomes for youth and families and meet local needs. To ensure program outcomes are being met, a satisfaction survey of youth and families will be used to determine their perception of the services they received, including whether the services were trauma-sensitive; and to provide feedback that can help programs serving youth and families make continuous quality improvements. Statewide impact: Improved provider interaction and service delivery to foster children and youth.

**C. ROLE IN POLICY INFLUENCE (continued)**

13. What is the CEA position's scope and nature of decision-making authority?

The Chief of the CCR advocates and negotiates with county welfare departments, provider agencies, foster family agencies, resource families, community organizations, as well as the CDSS management to ensure the successful implementation of CCR. The Chief develops and implements policies, solicits and facilitates stakeholder input and addresses the promulgation regulations. The Chief will provide recommendations to the Deputy, Chief Deputy, and Director on the most sensitive issues. The Chief will be expected to testify before the Legislature and other private and public stakeholders on sensitive and/or controversial policies, procedures, and child welfare and probation practices.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The Chief of the CCR will be developing and implementing new policies associated with AB 403 which is comprehensive reform to move away from the use of long-term group home care to Short-Term Residential Treatment Centers. Policy development will impact all stakeholders in child welfare as these new reforms are rolled out to all counties. This is a significant transformation of existing child welfare which impacts California's most vulnerable children. These policies will serve to better meet the needs of children and youth in the foster care system and promote positive outcomes for those children as they transition out of the foster care system.