

SACHS Retreat Dates

2003 - 2004



Date: November 20-21, 2003
Location: Laguna Cliffs Marriott, Dana Point
Topics: CWS Redesign; Report from the State Director
Special Audience: Children's Directors

Date: February 19-20, 2004
Location: Embassy Suites, Santa Ana
Topic: Budget
Special Audience: Financial Staff

Date: May 20-21, 2004
Location: Lake Arrowhead (tentative)
Topic: IHSS Caseload Growth / Budget
Special Audience: Aging/Adult Services Staff

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If you are interested in receiving a copy of any of the complete articles summarized in this newsletter, please contact Jennifer Tucker-Tatlow
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Performance-Based Contracting

San Diego and other counties are moving toward "performance-based" contracting. At the August SACHS meeting, Rodger shared The Performance Institute (www.performanceweb.org), as a resource. The Performance Institute is a private think tank, based in Washington, DC, that serves as the nation's leading authority and repository on performance-based management practices for public agencies. Their mission is to "identify, study and disseminate the leading management innovations pioneered by 'best-in-class' public-sector organizations."

The site features a report entitled *Designing a Performance-Based Competitive Sourcing Process for the Federal Government*¹ which presents 37 recommendations for substantial

changes to the federal competitive sourcing process. Among the recommendations are:

- ◆ Create a General Competitive Sourcing Framework that allows for different modes for competition to be pursued with maximum flexibility by an agency.
- ◆ Focus on Managing Competitions by Function: A one-size-fits-all competitive sourcing process may not be the best route for government.
- ◆ Provide Transparent and Accurate Data for Cost and Performance Achievement of Contract Winners.
- ◆ Create a Competition Corps of qualified and competent competitive sourcing managers.
- ◆ Allow Agencies to Keep Savings from Competitions.
- ◆ Provide for Transition of Benefits for Outsourced Employees.
- ◆ Require Measurable Outcomes of Competitive Sourcing.
- ◆ Communicate the Purposes of the Administration's and Each Agency's Competitive Sourcing Program

The Institute also offers consulting services. For more information, please contact:

¹ DeMaio, C. D., Moore, A., & Badolato, V. (2002). *Designing a Performance-Based Competitive Sourcing Process for the Federal Government*. Reason Foundation and Performance Institute. www.rppi.org/ps299.pdf



CWS Redesign Highlights

The following is a selected list of highlights included in the Redesign. To learn more about the Redesign, visit

www.dss.cahwnet.gov

Increased focus on prevention and strengthening families:

Community partnerships that form an integrated network of public and private resources and opportunities that supports families, engages community, uses a strength-based, universal approach, and has dedicated, sustainable and flexible funding.

A new intake process: Shifting from adversarial “one size fits all” model; uses multidisciplinary teams at intake to customize services and support to at-risk families

Engaging extended families as partners:

Diverting families in which child safety is not an immediate threat from the court system and engaging them as partners using methods such as family group decision-making.

Permanent connections:

Achieving permanence (by adoption, guardianship, returning home, or other alternatives) as quickly as possible for children removed from their homes, engaging families and using team decision making to reduce the number of placements.

Supported Transitions:

Older children exiting from the foster care system will be engaged in planning for and adequately supported during their transition, adequately prepared for adulthood and have a lifelong connection to a caring adult.

Focus on Outcomes:

Accountability focused on improving outcomes for children is assured by the new California Child Welfare Outcomes and Accountability System (annual Child and Family Services Reviews).

Excellence in the workforce:

Improved support and training for the workforce at all levels.

Fairness and equity:

Standardized approaches that assure statewide equity and

reduce the disproportionate representation of African American and Native American children in the system.

NOTE: SACHS Directors should be encouraged to invite their Children’s Directors to attend the discussion on CWS Redesign that will take place at the November SACHS Meeting, on the morning of Friday, November 21st.

IHSS and Realignment

In an article entitled, “In-Home Supportive Services and Realignment: Ripe for Re-Examination,”¹ Steve Szalay (CSAC Executive Director) probes the plight of IHSS which may involve restructuring realignment to exclude the IHSS program. In essence, should IHSS continue to be funded with realignment revenue?

As caseload growth in realigned programs and realignment dollars fail to keep pace, counties have less money to fund the mandated entitlement programs. Counties are greatly concerned that IHSS costs are consuming dollars for other realignment programs. It’s important to keep in mind that IHSS is not the program that it was 10 years ago. The creators of realignment did not anticipate the scope of two major policy changes: the Personal Care Services Program and the employer of record mandate.

Finally, the overwhelming growth of IHSS may threaten other safety net services in the health, mental health and social services areas. Counties may want to explore the transfer provisions under realignment law up to 10 percent each under the health account and the mental health account to the social services account. The author leaves us with a final thought: “it is no longer a question of if IHSS costs will devour funds for other social services, mental health and health programs within realignment, but a question of when. If policy makers wait until that time comes, the state and counties will face difficult decisions that will ultimately impact the most vulnerable children, families and seniors in California.”

¹ Szalay, S. (2003). In-home supportive services and realignment: Ripe for re-examination. CA COUNTY, Journal of the California State Association of Counties.

SACHS Members

COUNTIES:

SAN DIEGO

Dr. Rodger Lum (Chair), Director

IMPERIAL

James Semmes (Vice-Chair), Director

LOS ANGELES

Dr. David Sanders, Director
Bryce Yokomizo, Director

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Angelo Doti, Director

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Dennis Boyle, Director

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Carol Anselmi, Asst. County Administrator

SANTA BARBARA

Charlene Chase, Interim Director

VENTURA

Ted Myers, Director

UNIVERSITIES:

SDSU SCHOOL OF SOCIAL WORK

Dr. Anita Harbert, Director

CSU-SB DEPARTMENT OF SOCIAL WORK

Dr. Teresa Morris, Director

Year 2 Research: Innovative Approaches to Managing With Less

Last fall, SACHS Directors commissioned a research study aimed at identifying those management strategies used in county human services organizations (particularly SACHS Counties) that are particularly effective in addressing funding reductions. During the summer of 2003, SACHS research team interviewed 24 executive level staff and 35 program level staff from the nine SACHS agencies to elicit strategies and practices used to manage budget cutbacks and/or reduce expenditures in fiscal years 2002-03 and 2003-04.

Preliminary findings which highlighted program level strategies were disseminated to SACHS Directors at the August SACHS meeting. These findings have subsequently been disseminated to those program managers who participated in the study with an invitation for their suggestions for revision. Those revisions have now been incorporated into the program level strategies component of the report.

The preliminary draft of the executive level strategies will disseminated to executive level staff who participated in the study in early October for their review



and feedback.

The full report, "Innovative Approaches to Managing with Less," will to be presented to SACHS Directors at the November 2003 SACHS meeting.

It's critical that we understand how cuts in one area affect other areas (BIG PICTURE).

Frequent and ongoing communication between fiscal and program staff is key.

— Statements made by two executive level respondents.

Farewell to Dr. Rino Patti

During the summer of 2001, the SDSU School of Social Work and SACHS received a rare and special gift when Dr. Rino Patti, Professor Emeritus and former Dean of the USC School of Social Work, joined the SACHS team as Research Director. His professionalism, background in administrative practice, and expertise in the area of applied research provided a strong foundation for SACHS research.

Dr. Patti is the most recognized and highly regarded figure in social work administration in the country. For over thirty years, he has written and edited many books and articles, edited the top journal in his field, and taught and mentored many practitioners and scholars. His article entitled "Reflections on the State of Management in Social



Work," was published by the Administration in Social Work journal (Vol. 27, (2), 2003). In this article, which was also presented at the Policy Conference in Charleston in 2002, he speaks fondly of his role with SACHS and hopes that we offer a way to bridge the gap that divides scholarship and practice in the human services arena.

Please join us in wishing Rino all the best as he embarks on a well-deserved full retirement. We will miss his inspirational presence and will always carry a part of him with SACHS.

Executive Development

SACHS staff shared literature review and expert data with directors at the August meeting. They also facilitated a focus group to examine key executive characteristics, competencies and potential components. Staff will be convening the following four executive-level focus groups this fall:

- 10/22/03: Riverside & San Bernardino (Moreno Valley – Riverside DPSS site), 11am -1pm
- 10/30/03: Ventura & Santa Barbara (Ventura DSS site), 8:30 - 10:30am:
- 10/30/03 – Los Angeles (L.A. DPSS site), 2 - 4pm
- 11/5/03 – Imperial, Orange, San Diego (San Diego HHS site in Oceanside), 11 - 1pm

Focus group results will be shared at the 11/22 SACHS meeting and a draft plan outlining an Executive Development model will be shared at the February 2004 meeting. The plan is to develop a dynamic model that will be based on current/future needs and will be tailored to the southern region. Please contact Donna Daly at ddaly@mail.sdsu.edu or 619-594-3563 for more information.