SECTION I

MISSION STATEMENT

The Southern Area Consortium of Human Services (SACHS), a county/university partnership, is a forum for county directors to explore and exchange ideas and information on issues facing public human services and to develop strategies for addressing these issues. SACHS engages in strategy discussions, fiscal planning, research, policy development, executive development, and succession planning to improve the quality, accountability, and responsiveness of human services in the Southern California Region.

SECTION II

VISION STATEMENT

SACHS provides dynamic and influential leadership and cutting-edge knowledge in the county human services arena, impacting social policies and advancing organizational excellence to help create safe, healthy, and thriving families and communities in the Southern California Region.

SECTION III

CHAIR AND VICE-CHAIR

The chair and vice-chair are elected by a majority of the voting members at the last meeting of each fiscal year. Each will serve a one-year fiscal year term (July through June), with the vice-chair assuming the responsibilities of the chair if the incumbent is not able to continue their role. The vice-chair will automatically assume the role of chair after service as vice-chair.

FY 2014-2015
Chair—Linda Haugan
Vice-Chair—Peggy Price

FY 2015-2016
Chair—Peggy Price
Vice-Chair—Mike Ryan

SECTION IV

ADMINISTRATIVE COMMITTEE

The Administrative Committee convenes before the last meeting of every calendar year to review financial documents and develop recommendations for fees for the upcoming year. The Administrative Committee is made up of the current year’s chair and vice-chair as well as the previous year’s chair. This committee is chaired by the previous year’s SACHS chair.

Committee Members:
Sheryl Spiller
Linda Haugan
Peggy Price
SECTION V

MEMBERS

SACHS members during the 2014-2015 Fiscal Year:
- Peggy Price, Director — Imperial County Department of Social Services
- Philip Browning, Director — Los Angeles County Department of Children and Family Services
- Sheryl Spiller, Director — Los Angeles County Department of Public Social Services
- Mike Ryan, Director — Orange County Social Services Agency
- Susan von Zabern, Director — Riverside County Department of Public Social Services
- Linda Haugan, Assistant Executive Officer — San Bernardino County Human Services
- Mike Ryan, Director — Orange County Social Services Agency
- Susan von Zabern, Director — Riverside County Department of Public Social Services
- Barry Zimmerman, Director — Ventura County Human Services Agency

SECTION VI

UNIVERSITY PARTNERSHIPS

University partners during the 2014-2015 Fiscal Year:
- Laurie Smith, Director — California State University San Bernardino, School of Social Work
- Dr. Melinda (Mindy) Hohman, Director — San Diego State University, School of Social Work

SECTION VII

STATE RELATIONSHIPS

State relationships during the 2014-2015 Fiscal Year:
- Toby Douglas, Director (thru Jan. 2015) — California Department of Health Care Services (DHCS)
- Jennifer Kent, Director (Jan. 2015-current) — California DHCS
- Anastasia Dodson, Associate Director — California DHCS
- René Mollow, Deputy Director, Health Care Benefits & Eligibility — California DHCS
- Karen Baylor, Deputy Director Mental Health and Substance Use Disorder Services — California DHCS
- Will Lightheard, Director — California Department of Social Services (CDSS)
To explore and exchange ideas and information on strategic issues facing public human services and to develop strategies for addressing these issues.

The following process objectives were confirmed at the annual planning session in August 2014.

1. Convene quarterly meetings rotated in different locations throughout the Southern California Region.
2. Invite special audiences (e.g., fiscal, program, or legislative staff) based on presentation topics.
3. Identify local, state, and national subject matter experts to present on strategic issues currently being faced by SACHS counties.
4. Provide a forum for directors to share issues that they are currently dealing with and to discuss potential strategies for addressing these issues.
Five outcome objectives were confirmed at the annual planning session in August 2014. After each outcome objective is an update indicating how that objective was addressed during FY 14-15.

1) **Conduct research to inform planning, goal setting, decision-making, and project management regarding critical issues.**

The following research activities/literature reviews were completed for SACHS:

2. Literature Review: Psychotropic Medication & Foster Youth (February 2015)
4. Literature Review: Recruitment and Retention in Health and Human Services (May 2015)
5. Survey of SACHS Counties regarding Human Resources (HR) Recruitment and Retention Strategies (May 2015)

2) **Infuse critical issues into Leaders In Action (LIA) curriculum.**

Current and past agency directors and executives, professional trainers, university faculty, and program alumni provided training to LIA 11 participants (guided by SACHS priorities) on the following topics:

- Leadership
- Critical Thinking
- Coaching for Results
- Organizational Change
- Presentation Skills
- Leading a Racially Diverse Workforce
- Fiscal Essentials (2 days)
- Media Relations/Interview Skills
- Political Savvy and Board of Supervisors Relations
- Diversity in the Workplace
- Managing Litigations
- Self-Care for Executives
- Influence/Negotiations & Conflict Resolution

- LIA Participants completed board letters for a mock Board of Supervisors presentation addressing:
  - 211 Helpline Services
  - Supplemental Security Income Appeals Representation Services
  - Memorandum of Understanding with Probation Department
  - Assistance to Relative Caregiver Funding Option Program
  - Expanding Community Wellness Social Work Services
  - Vocational Education/Training Services
  - Consolidating Refugee Social Services and Refugee Health Services
  - Foster Youth Work Immersion Program
3) Coordinate efforts with other consortia regarding statewide research objectives.
- Routinely, SACHS research objectives and products were shared with the other consortia and committees throughout the state.
- The Academy represents the Southern Region (SACHS) on the Research and Training Network (RTN), which works to ensure coordination of research, education, training, consultation, and technical assistance across the California Regional Training Academies (RTAs), regional consortia, and statewide partners.

4) Develop strategies to address mutual concerns.
- Each SACHS Meeting provided a forum for county directors to explore and exchange ideas and information on issues facing public human services in the Southern California Region and to develop strategies for addressing these issues. The quarterly meeting agendas allotted time for “Leaders Circle” and “Hot Topics” where Directors discuss mutual issues, hot topics, promising practices, lessons learned, and challenges.
- For each main SACHS quarterly meeting discussion topic, intended outcomes were also identified at the August 2014 Annual Planning Session.
- Child Welfare Directors of the Southern Region met on a quarterly basis during FY 14-15 to share information across counties, explore regional resources and opportunities for collaboration, problem solve, and plan for regional responses. Relevant updates, recommendations and/or requests from each of these meetings were also shared at SACHS quarterly retreats.

5) Facilitate collaboration between San Diego State University/California State University, San Bernardino and SACHS Counties to enhance the public human services workforce by better aligning graduate characteristics and agency needs.
- The Academy for Professional Excellence represents the Southern Region (SACHS) on the Research and Training Network, a collaborative network of California University and Human Services Agency representatives who come together to promote agency/university partnerships with the purpose of establishing a comprehensive strategy for practice-oriented research in the human services field.
- California State University, San Bernardino (CSU-SB) School of Social Work Director, Laurie Smith, and San Diego State University (SDSU), School of Social Work Director, Melinda Hohman, attended FY 14-15 SACHS quarterly meetings, discussing SACHS Directors’ feedback regarding University workforce development needs and when relevant, providing University Updates which included content from the California Social Work Education Center (CalSWEC) and The California Association of Deans and Directors of Social Work Programs (CADD).
The following main strategic issues were developed either at the SACHS Annual Planning Session in August 2014 or by Child Welfare Directors of the Southern Region in December 2014. These strategic issues were then addressed during the SACHS FY 2014-15 quarterly meetings.

<table>
<thead>
<tr>
<th>Strategic Issues</th>
<th>Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In-Home Supportive Services (IHSS)/Coordinated Care Initiative (CCI):</strong></td>
<td>• Via Roundtable Discussion (November 2014), SACHS Directors and county Aging/Adult Services leads discussed IHSS.</td>
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<tr>
<td>• Implementation of IHSS Fair Labor Standards Act (FLSA)</td>
<td>◦ Main topics included: Implementation of IHSS Fair Labor Standards Act (FLSA) including new overtime regulations (and how they are being programmed into CMIPS II); IHSS workforce development impacts (e.g., staff workload increases and provider training); and implementation of CMIPS II new IHSS system functionality (effective January 1, 2015).</td>
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<tr>
<td>• County Impacts</td>
<td>◦ Diana Boyer (CWDA) and Kathy Cilley-Wagner (Ventura County) provided a presentation on IHSS—Fair Labor Standards Act (FLSA) Implementation which covered: changes in the federal Fair Labor Standards Act (FLSA) regulation; California’s implementation of the new federal requirements; timeline for implementation of California’s law; high priority impacts and issues; county staffing impacts and county funding impacts.</td>
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<tr>
<td>• Update on CCI by SACHS Pilot Counties</td>
<td>◦ Via Roundtable Discussion (November 2014) a CCI report out by SACHS pilot CCI counties (Los Angeles, Orange, San Bernardino, and Riverside) was provided by SACHS Directors. CCI transition from bargaining with SEIU to the state was also discussed.</td>
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<tr>
<td>• CCI Transition from Bargaining with SEIU to the State</td>
<td>◦ “CCI” was further discussed during Hot Topics at the August 2014 and May 2015 SACHS Meetings.</td>
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<tr>
<td><strong>Health Care Reform/ACA/Covered California:</strong></td>
<td>• “Health Care Reform” was a standing agenda item at all SACHS Meetings either discussed during Hot Topics or as a separate agenda item.</td>
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<tr>
<td>• County Plans</td>
<td>• Via Roundtable Discussion (November 2014), SACHS Directors shared status updates/county plans and a strategic discussion on how counties were preparing for the second Covered California enrollment.</td>
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<tr>
<td>• 2015 Renewals and Implementation Strategies</td>
<td>◦ Other main topics discussed included: implementation/horizontal integration; strategy for getting Modified Adjusted Gross Income (MAGI) rules into SAWS; and addressing case backlogs.</td>
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<tr>
<td>• Lessons Learned/Enrollment Issues</td>
<td>• A Roundtable Discussion (May 2015) among SACHS Directors included a debrief on county issues/lessons learned following the conclusion of the second ACA/Covered California open enrollment period.</td>
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<tr>
<td></td>
<td>• Health Care Reform was also a recurring topic for discussion and follow-up during quarterly conference calls with DHCS and CDSS representatives.</td>
</tr>
<tr>
<td>Strategic Issues</td>
<td>Accomplishments</td>
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</table>
| **CalWORKs:**   | “CalWORKs” was a standing agenda item at all SACHS Meetings discussed during Hot Topics.  
|                  | CalWORKs was also a recurring topic for discussion and follow-up during quarterly conference calls with CDSS representative Will Lightbourne. |
|                  |                  |
| **Child Welfare Services:** | “Child Welfare Services” was a standing agenda item at all SACHS Meetings discussed during Hot Topics.  
| Commercial Sexual Exploitation of Children (CSEC) | One or more of these Child Welfare Services topics were also discussed during quarterly conference calls with DHCS and CDSS representatives. |
| Katie A. | Via Roundtable Discussion (Feb. 2015) SACHS Directors/County Child Welfare leads discussed the following Child Welfare Services topics: CSEC (including a strategy discussion regarding specialized placements/services in Southern region for CSEC youth), Katie A., Psychotropic Medications and Foster Youth, ARC Funding Option Program/SB 855 and Child Welfare Core Practice Model for California. |
| Psychotropic Medications and Foster Youth | SACHS Staff completed and presented a Literature Review: Psychotropic Medication & Foster Youth (Feb. 2015).  
<p>| Approved Relative Caregiver (ARC) Funding Option Program/SB 855 | ◦ Focused on national and state legislation along with prevalence and issues surrounding psychotropic medications for foster youth, including examples of county responses and policies. |
| Child Welfare Core Practice Model for California | Mike Schertell, LMFT (San Bernardino County Deputy Director, Children’s and Recovery Support Services) and Dr. Teresa Frausto (San Bernardino County, Medical Director) provided a presentation on psychotropic medication within the foster youth population including: a discussion of the Treatment Authorization Request (TAR) process; an update on psychotropic medications used—benefits and side effects; and San Bernardino County’s System of Care and Continuum of Care including two of their programs that help to prevent the abuse of psychotropic medications. |
|                  | SACHS Staff completed a summary CSEC brief, CSEC Update: Current Initiatives/Deliverables (Feb. 2015) which briefly highlighted recent CSEC resources, tools, county protocols and statewide CSEC Action Team deliverables. This was also presented at the May 2015 meeting. |
|                  | Jennie Pettet (Riverside County) and Judy Webber (Ventura County) presented to SACHS Directors an overview of the Child Welfare Core Practice Model for California. |</p>
<table>
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<tr>
<td><strong>Customer Service Models:</strong></td>
<td>“Customer Service Models” was a standing agenda item at all SACHS Meetings discussed during Hot Topics.</td>
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<tr>
<td>• Continuum of customer service culture change</td>
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<tr>
<td>• New customer service delivery models</td>
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<tr>
<th>Human Resource (HR) Management:</th>
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<tr>
<td>• Recruitment and Retention Strategies</td>
<td>SACHS Staff completed and presented a <em>Literature Review: Recruitment and Retention in Health and Human Services</em> (May 2015).</td>
</tr>
<tr>
<td>• Realistic Job Previews</td>
<td>◊ Focused on worker recruitment and retention within public health and human services, with an emphasis on child welfare services. It examined realistic job previews, creative recruitment, hiring, and orientation strategies, and the role of the supervisor. Using design teams in child welfare, addressing workload management, burnout and well-being, recognition strategies, and Return to Work programs were also included.</td>
</tr>
<tr>
<td>• Self-Care/Mindfulness</td>
<td>◊ At the request of SACHS Directors, SACHS Staff prepared a summary of reported recruitment and retention strategies across SACHS county human service agencies. The information for this report was gathered via a survey of SACHS Counties distributed in March 2015. The survey was completed by eight HR leads who provided responses based on their agency’s HR strategies, processes and systems. In addition to the written summary, key highlights were presented at the May 2015 quarterly SACHS Meeting.</td>
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<tr>
<td>• Worker’s Comp./Return to Work Strategies</td>
<td>◊ Via Roundtable Discussion (May 2015), SACHS Directors and SACHS HR Leads discussed effective and innovative staff recruitment and retention strategies as well as promising HR practices among counties. ◊ Philip Browning &amp; Keisha Lakey-Wright (LA County DCFS) provided a presentation on LA DCFS’s Self-Care Workgroup ◊ Todd Ballanca and Libertie Miller (Riverside County) provided a presentation on Riverside County’s Retention Workgroup ◊ Melissa Livingston (Ventura County) provided a presentation on Ventura County’s innovative recruitment and retention strategies</td>
</tr>
</tbody>
</table>
## Hot Topics
- Coordinated Care Initiative
- Efficiencies
- Health Care Reform
- Title IV-E Waiver
- Relative Foster Care
- AB 12 EFC visits (SILP)
- Unaccompanied Minors

## Main Discussion Topic(s)
- LIA Year 10 Evaluation/Plan for LIA Year 11
- Annual Planning Survey Results
- FY 14-15 Critical Issues/Discussion Topics/Outcomes/Research Plan

## Guest(s)
- **CDSS:**
  - Will Lightbourne (via phone)
- **DHCS:**
  - Anastasia Dodson (via phone)
- **Guest Speaker:**
  - None

## Special Audience(s)
- None

## Outcomes
- Established Discussion Topics/Research for Fiscal Year 2014-2015

### August 21-22, 2014
Oxnard, CA
(Embassy Suites-Mandalay Beach)

### November 6-7, 2014
Arcadia, CA
(Embassy Suites)

## Hot Topics
- CalWORKs
- Customer Service Models
- Efficiencies/Automation
- Health Care Reform-SB 1541 functionality
- Unaccompanied Minors
- Foster Care - Hard to Place/Special Needs Children

## Main Discussion Topic(s)
- IHSS/Coordinated Care Initiative:
  - Implementation of IHSS Fair Labor Standards Act (FLSA)
  - County impacts including staffing impacts
  - Update on CCI by SACHS Pilot Counties
  - CCI transition from bargaining with SEIU to the state
- Health Care Reform: Strategy Discussion:
  - Status updates
  - Preparation for next open enrollment
  - Implementation/horizontal integration
  - Modified Adjusted Gross Income (MAGI) rules
  - Addressing backlog of cases

## Guest(s)
- **CDSS:**
  - Will Lightbourne (via phone)
- **DHCS:**
  - Toby Douglas & Anastasia Dodson (via phone)
- **Guest Speakers:**
  - Diana Boyer (CWDA)
  - Kathy Cilley-Wagner (Ventura County)

## Special Audience(s)
- SACHS Counties Aging/Adult Services Leads for IHSS/CCI discussion

## Outcomes
- Understood implications of IHSS Fair Labor Standards Act (FLSA) and plans for implementation
- Information-sharing/county plans for second Covered California Open Enrollment
### Hot Topics

- CalWORKs WPR
- Customer Service Models
- Efficiencies/Automation
- Health Care Reform-SB 1341 functionality
- ARC Implementation
- Continuum of Care Reform/AB 403

### Main Discussion Topic(s)

- Child Welfare Services
  - Psychotropic Medications and Foster Youth
  - Katie A.
  - ARC/RFA
  - Commercial Sexual Exploitation of Children (CSEC)
  - Core Practice Model

- CDSS:
  - Will Lightbourne (via phone)

- DHCS:
  - Jennifer Kent (Director) and René Mollow (via phone)

- Guest Speakers:
  - Dr. Teresa Frausto (San Bernardino)
  - Mike Schertell (San Bernardino)

- SACHS Counties Child Welfare Directors

### Guest(s)

- Roseann Myers (San Diego County) (via phone)
- Dawn Schoonhoven-Scott (Academy ~PCWTA)

### Special Audience(s)

- Updates on federal legislation regarding psychotropic medications and foster youth, and shared county best practices in responding to legislation
- Information-sharing/updates on various child welfare topics

### Outcomes

- Identified effective staff recruitment and retention strategies for public entities
- Shared county best practices

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**Feb. 26-27, 2015**

Sana Ana, CA (Embassy Suites)

**May 28-29, 2015**

Los Angeles, CA (DoubleTree-Downtown)