THE
ACADEMY
FOR PROFESSIONAL EXCELLENCE

SAN DIEGO STATE UNIVERSITY SCHOOL OF SOCIAL WORK

SACHS Annual Report

July 2017-June 2018

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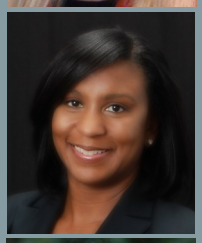
July 2018

Academy for Professional Excellence
Inquire. Inspire. Impact.

SACHS
Southern Area Consortium of Human Services



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 SACHS chair and vice-chair are elected by SACHS members at the last meeting of each fiscal year. Each will serve a one-year fiscal year term (July-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 serving as vice-chair.

FY 2017-2018
Chair—Susan von Zabern
Vice-Chair—Daniel Nielson

FY 2018-2019
Chair—Daniel Nielson
Vice-Chair—CaSonya Thomas

Section IV — Administrative Committee

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. The Administrative Committee convenes before the last meeting of every calendar year to review financial documents and develop fee recommendations for the upcoming year. Each May this committee also nominates the SACHS vice-chair for the next fiscal year.

Committee Members:

- Mike Ryan
- Susan von Zabern
- Daniel Nielson

Section V — SACHS Directors

SACHS Directors during the 2017-2018 Fiscal Year:

- Peggy Price, Director—*Imperial County Department of Social Services*
- Bobby Cagle, Director (Dec. 2017-Current)—*Los Angeles County Department of Children and Family Services (LA DCFS)*
- Brandon Nichols, Acting Director (Feb. 2017-Nov. 2017)—*LA DCFS*
- Antonia Jiménez, Director (March 2018-Current)—*Los Angeles County Department of Public Social Services (LADPSS)*
- Sheryl Spiller, Director (through Feb. 2018)—*LA DPSS*
- Mike Ryan, Director—*Orange County Social Services Agency*
- Susan von Zabern, Director—*Riverside County Department of Public Social Services*
- CaSonya Thomas, Assistant Executive Officer—*San Bernardino County Human Services*
- Daniel Nielson, Director—*Santa Barbara County Social Services Department*
- Barry Zimmerman, Director—*Ventura County Human Services Agency*

Section VI — University Partnerships

University partners during the 2017-2018 Fiscal Year:

- Laurie Smith, Director—*California State University San Bernardino, School of Social Work*
- Melinda Hohman, Director—*San Diego State University, School of Social Work*

Section VII — State Relationships

State relationships during the 2017-2018 Fiscal Year:

- Jennifer Kent, Director—*California Department of Health Care Services (DHCS)*
- Will Lightbourne, Director—*California Department of Social Services (CDSS)*

Section VIII Director's Alternates

SACHS Director's designated alternates (as of June 2018):

- Daniel Esparza, Deputy Director, Administrative Services—*Imperial*
- Brandon Nichols, Deputy Director, Department of Children & Family Services—*Los Angeles*
- Maryam Fatemi, Deputy Director, Department of Children & Family Services—*Los Angeles*
- Carol Wiseman, Chief Deputy Director—*Orange*
- Lisa Shiner, Assistant Director, Adult Services—*Riverside*
- Gilbert Ramos, Director, Transitional Assistance Department—*San Bernardino*
- Terrie Concellos, Deputy Director, Administrative Services—*Santa Barbara*
- Melissa Livingston, Chief Deputy Director—V*entura*

Section IX Facilitating Agency Staff

Staff of the Academy for Professional Excellence (the facilitating agency for both the SACHS and LIA programs) who supported the program during FY 2017-2018:

- Anita Harbert, *Executive Director*
- Jennifer Tucker-Tatlow, *Director*
- Linda Haugan, *Leaders in Action (LIA) Program Manager*
- Karissa Hughes, *Research and Development Coordinator*
- Chelsea Payne, *Research and Development Specialist*
- Tina Kerrigan, *Assistant Program Coordinator*
- Margaret Walsh-Buhi, *Evaluation Manager*

Section X SACHS Goal

To explore and exchange ideas and information on strategic issues facing public human services and to develop strategies for addressing these issues.

Section XI Process Objectives

The following process objectives were confirmed at the annual planning session in August 2017.

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 2017. After each outcome objective is an update indicating how that objective was addressed during Fiscal Year 2017-2018.

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 in FY 17-18:

- *Leaders in Action (Year 13): Evaluation Report*
- *SACHS Counties Survey Results: Data to Inform Continuum of Care Reform (CCR) and Resource Family Approval (RFA) Program Implementation*
- *Research Summary: Assistance Programs-Strategies to Increase Efficiencies*
- *Research Summary: In-Home Supportive Services, the Olmstead Decision, and Possible Future Directions*
- *SACHS Counties: Staff Development and Retention Strategies*
- *SACHS Counties: Mobile Applications List*
- *Research Summary: Innovative Technologies in Child Welfare Services*
- *SACHS Counties Survey Results: CCR Implementation Update*

2) Infuse critical issues into Leaders In *Action* (LIA) curriculum.
Current and past agency directors, executives, professional trainers and program alumni provided training to LIA 14 participants (guided by SACHS priorities) on the following topics:

- *Personality Styles: Navigating the Differences and Bringing Out the Best*
- *The Power of Social & Emotional Intelligence*
- *Strengths-Based Leadership*
- *Art & Power of Coaching*
- *Cultural Connections and Self-Awareness: Leading a Racially-Diverse Workforce*
- *Organizational Change*
- *Strategic Management*
- *Critical Thinking*
- *Political Savvy and Board of Supervisor Relations*
- *Presentation Skills*
- *Managing Litigations*
- *Professional Quality of Life*
- *Media Relations*
- *Art of Facilitation*
- *Fiscal Essentials*
- *Board Letter Tips*

3) Coordinate efforts with other consortia regarding statewide research objectives.

- SACHS research products were shared with other California Regional Training Academies (RTAs), regional consortia, individual counties 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 SACHS meeting agendas allotted time for "Hot Topics" where Directors discussed mutual issues/challenges, promising practices, and lessons learned.
- For each main SACHS quarterly meeting discussion topic, intended outcome(s) were also identified by SACHS Directors to help guide content and follow-up.
- At the December 1, 2017 SACHS meeting, a strategic discussion on Continuum of Care Reform (CCR) impacts and identified barriers (based on a SACHS summary of counties CCR/Resource Family Approval survey data) within the southern region occurred. As a result, key points from this discussion were brought by SACHS Directors to CDSS in order to provide recommendations on potential improvements to the CCR effort.
- Southern region Child Welfare Directors also met on a quarterly basis during Fiscal Year 2017-2018 to share information across counties, explore resources and opportunities for collaboration, problem-solve, and plan for regional responses. Relevant Child Welfare Services updates, recommendations and/or requests from each of their meetings were shared at SACHS meetings as appropriate. Child Welfare Directors also attended the May 17, 2018 SACHS Meeting to participate in a roundtable discussion with SACHS Directors on issues related to children and family services.

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.

- Dr. Virginia Rondero Hernandez (CalSWEC Executive Director) attended the May 2018 SACHS meeting and provided CalSWEC updates to SACHS Directors.
- Jennifer Tucker-Tatlow (Director, Academy for Professional Excellence) is one of two Regional Training Academy directors represented on the CalSWEC Advisory Board and helps to promote agency/university partnerships.
- ♦ CaSonya Thomas (San Bernardino County Human Services, Assistant Executive Officer) and Susan von Zabern (Riverside County Department of Public Social Services, Director) also serve as representatives on the CalSWEC Advisory Board.
- San Diego State University (SDSU), School of Social Work Director, Melinda Hohman, attended the August 2017 and November 2017 meetings. California State University, San Bernardino (CSU-SB) School of Social Work Director, Laurie Smith, attended the May 2018 SACHS meeting. Relevant University updates were shared, including content from the California Social Work Education Center (CalSWEC) and The California Association of Deans and Directors of Social Work Programs (CADD).

	Hot Topics	Main Discussion Topics	Guest(s)	Special Audience(s)	Outcome(s)
August 17-18, 2017 *Oxnard, CA* (Embassy Suites-Mandalay Beach)	• CCR ◊ RFA process ◊ STRTPs • Whole Person Care Grant • IHSS MOE • General Relief • CalSAWs	• LIA Year 13 Evaluation Results • Updates/Plan for LIA Year 14 • LIA Organizational Climate Survey Results • Annual Planning Survey Results • FY 17-18 Critical Issues/Discussion Topics/Outcomes/ Research Plan	• Linda Haugan, LIA Program Manager	• None	• Established SACHS Annual Plan and research projects for FY 17-18
November 30-December 1, 2017 *Brea, CA* (Embassy Suites)	• IHSS • CalSAWS • Healthcare Reform • Aging Programs • ABAWD Waiver • AB 1299 • Medi-Cal Audits	• Continuum of Care Reform ◊ Impacts ◊ Barriers (based on summary of county survey data) ◊ Potential Solutions • Homelessness ◊ Availability of Housing ◊ Strategies to Create New Housing ◊ Rental Subsidies ◊ Services for Specific Populations, (e.g. those with chronic health conditions and serious mental health issues, veterans, and youth)	• Amy Jaffe, Academy for Professional Excellence–Public Child Welfare Training Academy (PCWTA) County Consultant (Presented SACHS CCR data)	• SACHS Counties Homeless Programs/ Services Leads	• Discussed current regional CCR/ RFA data and potential solutions for related challenges • Summarized and elevated issues/realities about the CCR process and suggested improvements • Shared promising practices/ programs and lessons learned among SACHS counties regarding homelessness issues

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March 1-2, 2018 *Riverside, CA* (Mission Inn)	• CCR • Homelessness • Internal Training Departments	• Public County Assistance Programs- Strategies to Increase Efficiencies (e.g. business process changes, strategies to mitigate cost increases/ address cuts) • In-Home Supportive Services (IHSS) and Alternative Program Models • Debrief of Disasters in the SACHS Region	• Mina Nilchian, San Diego State University MSW candidate (presented research on IHSS)	• SACHS Counties CalWORKs/ Self-Sufficiency Managers	• Potential strategies to support counties in serving clients through their assistance programs while also adapting to changing fiscal and political environment • Background on Olmstead Decision, cost-drivers of IHSS, and programs/ models in other states to consider their applicability to California's model • Lessons learned from debrief of local disasters in the region
May 17-18, 2018 *Riverside, CA* (Mission Inn)	• CCR ◊ County updates • May Revise • Bill for TANF Reauthorization • Families First Program • CalSAWS • DMH Medi-Cal Audits • CalWORKs and General Relief • Homelessness	• Highlights from the California Social Work Education Center (CalSWEC) • Child Welfare Services ◊ CCR: Challenges, CANS tool, Levels of Care (LOC), CFTs and STRTPs ◊ Innovative Technologies in the Field ◊ Predictive Risk Modeling (PRM)	• Dr. Virginia Rondero Hernandez, CalSWEC Executive Director • Dr. Emily Putnam-Hornstein, USC Associate Professor and Director of Children's Data Network (presented on PRM)	• SACHS Counties Child Welfare Directors/ Managers • Dawn Schoon-hoven Scott , Academy for Professional Excellence- PCWTA Program Director	• Gathered and summarized updated CCR data for SACHS to inform region's readiness for implementation of STRTP requirements • Shared information on innovative technologies emerging within the Child Welfare Services field and lessons learned from other jurisdictions

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ADULT SERVICES

CHILD WELFARE

EXECUTIVE DEVELOPMENT

INDIAN CHILD WELFARE

BEHAVIORAL HEALTH

ORGANIZATIONAL SUPPORT

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