



MONTEREY COUNTY

Family & Children's Services

OVERVIEW AND STAFFING UPDATE

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FCS MISSION

- ▶ **Monterey County Department of Social Services (DSS), Family and Children's Services (FCS) branch offers child protective services, foster care services, and adoption services to children and youth in Monterey County. The mission of FCS is to prevent the occurrence of child abuse and neglect. Service goals strive to keep children and youth safe and within the protection of a permanent family.**



STAFFING OVERVIEW



MONTEREY COUNTY
**Family & Children's
Services**

FCS Deputy Director

Emergency Services Program Manager II

2
Intake Units

4
Emergency Response
Units

Standby

1
Court Unit

1
Resource Family
Approval Unit

1 SW
NMC Child
Advocacy Center

Ongoing Services Program Manager II

1
Family
Stabilization Unit

2
Family
Reunification Units

1
Adoptions Unit

1
Permanency
Planning unit

1
Resource &
Support Unit

Continuous Quality Improvement Management Analyst III

1
Management
Analyst II

1
Federal Case
Review Unit

Program Development Management Analyst III

2
Management
Analyst II

1
Clerical Unit

Training Unit SW Supervisor II

Induction
Unit

Child Abuse Prevention Council Management Analyst III

CAPC Board

EMERGENCY SERVICES

- ▶ Respond to reports of child abuse or neglect 24 hours a day, 7 days a week
- ▶ Meet with children and families to assess for safety
- ▶ GOAL: to ensure children can be safely cared for in their homes
- ▶ Provide referrals to preventative community services whenever needed
- ▶ When prevention services are not an option or fail, children may have to be placed in foster care for their protection.



CONTRACTED PREVENTION SERVICES

- ▶ **Pathways to Safety**, Action Council of Monterey County/Community Human Services
- ▶ **Child and Family Team (CFT) Meeting Facilitation**, Seneca Family of Agencies
- ▶ **Wraparound**, Seneca Family of Agencies
- ▶ **Parent Education**, Community Human Services
- ▶ **Parents as Teachers**, Door to Hope
- ▶ **Cherish Center**, Aspiranet
- ▶ **CSEC Services**, YWCA, Community Human Services, and Monterey County Rape Crisis
- ▶ **Family Ties**, Seneca Family of Agencies



ONGOING SERVICES

- ▶ Provide services to families voluntarily to prevent placement in foster care
- ▶ Provide court-ordered services to reunify children with their parent(s) and minimize the risk of future abuse or neglect.
- ▶ Make every effort to keep children with siblings and connected with family.
- ▶ **GOAL:** reunify children with their parent(s), and if unable, establish permanency through legal guardianship or adoption.
- ▶ For transitional-aged youth who do not have permanent homes, services are provided to develop their independent living skills and permanent connections for a successful transition into adulthood.



CONTRACTED ONGOING SERVICES

- ▶ **Childcare**, Mexican American Opportunity Foundation
- ▶ **Child and Family Team (CFT) Meeting Facilitation**, Seneca Family of Agencies
- ▶ **Wraparound**, Seneca Family of Agencies
- ▶ **Parent Education**, Community Human Services
- ▶ **Parents as Teachers**, Door to Hope
- ▶ **Transitional Housing**, Unity Care Group
- ▶ **CSEC Services**, YWCA, Community Human Services, and Monterey County Rape Crisis
- ▶ **Family Ties**, Seneca Family of Agencies
- ▶ **MCSTART and Mentor Program**, Door to Hope
- ▶ **Youth Drop-In Services and Employment**, Epicenter
- ▶ **Independent Living Program**, Hartnell College
- ▶ **Intimate Partner Violence**, YWCA
- ▶ **Visitation Center**, Aspiranet
- ▶ **Drug Testing**, Doctor's on Duty
- ▶ **SSI Advocacy**, Maximus Human Services



STAFFING DATA



MONTEREY COUNTY
**Family & Children's
Services**

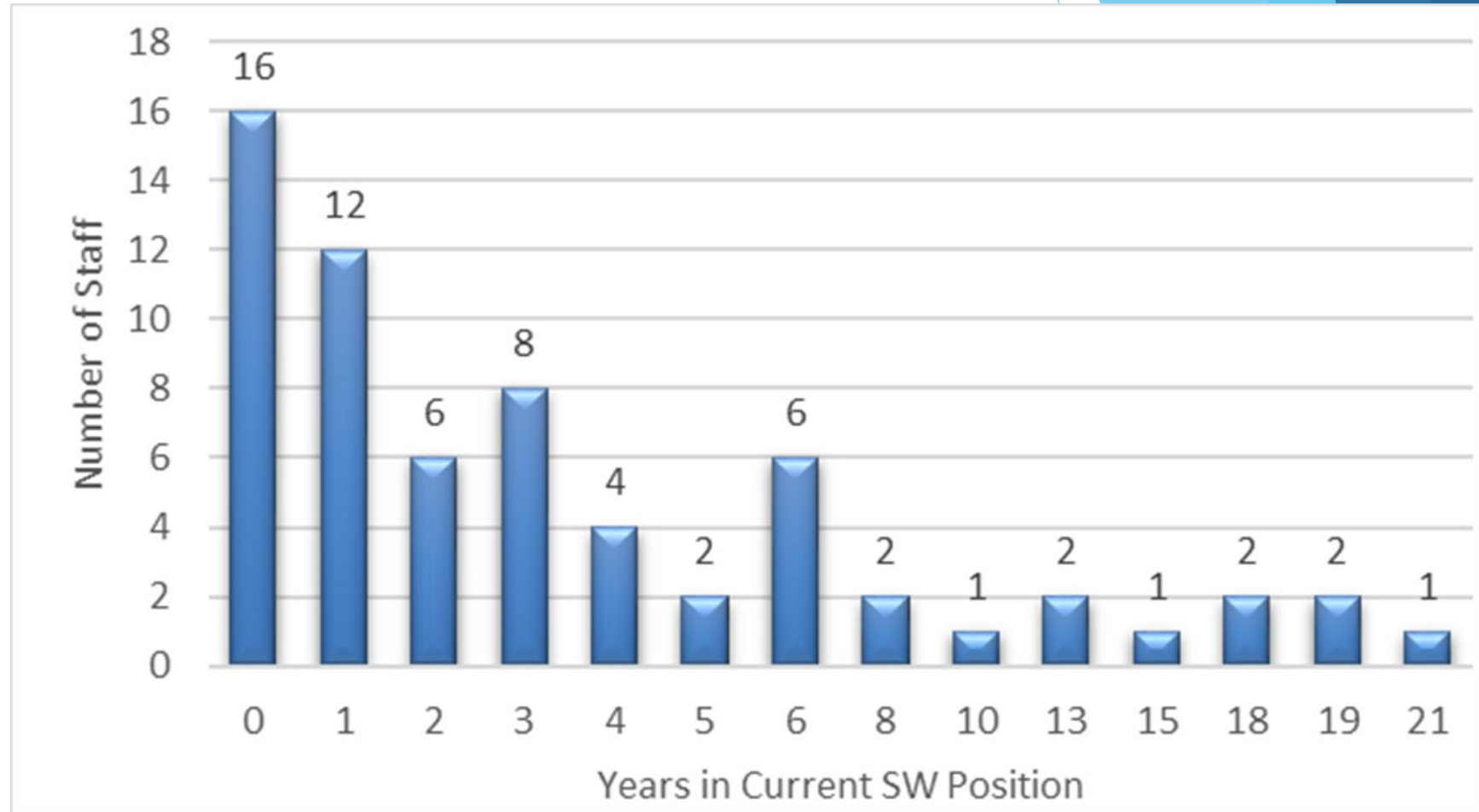
VACANCIES

- ▶ 91 budgeted social worker and social work supervisor positions
- ▶ 26 vacancies as of December 1, 2022
- ▶ 29% of the positions are vacant



RETENTION

- ▶ 16 resignations in the past year
- ▶ Avg. 4.6 years in current SW/SWS position
- ▶ Majority of SW/SWS in current position less than 3 years.



RECRUITMENT DATA 2022

- ▶ In 2022, DSS HR received 44 applications for social worker positions and interviewed 22 candidates.
- ▶ There were 9 social workers hired from outside the agency.

Social Worker I	1 (internal promotion)
Social Worker III	5 (2 internal promotions)
Social Worker IV	6
Social Work Supervisor	2 (2 internal promotions)
Social Worker I (working out of class)	7 (5 SSA, 2 OA)



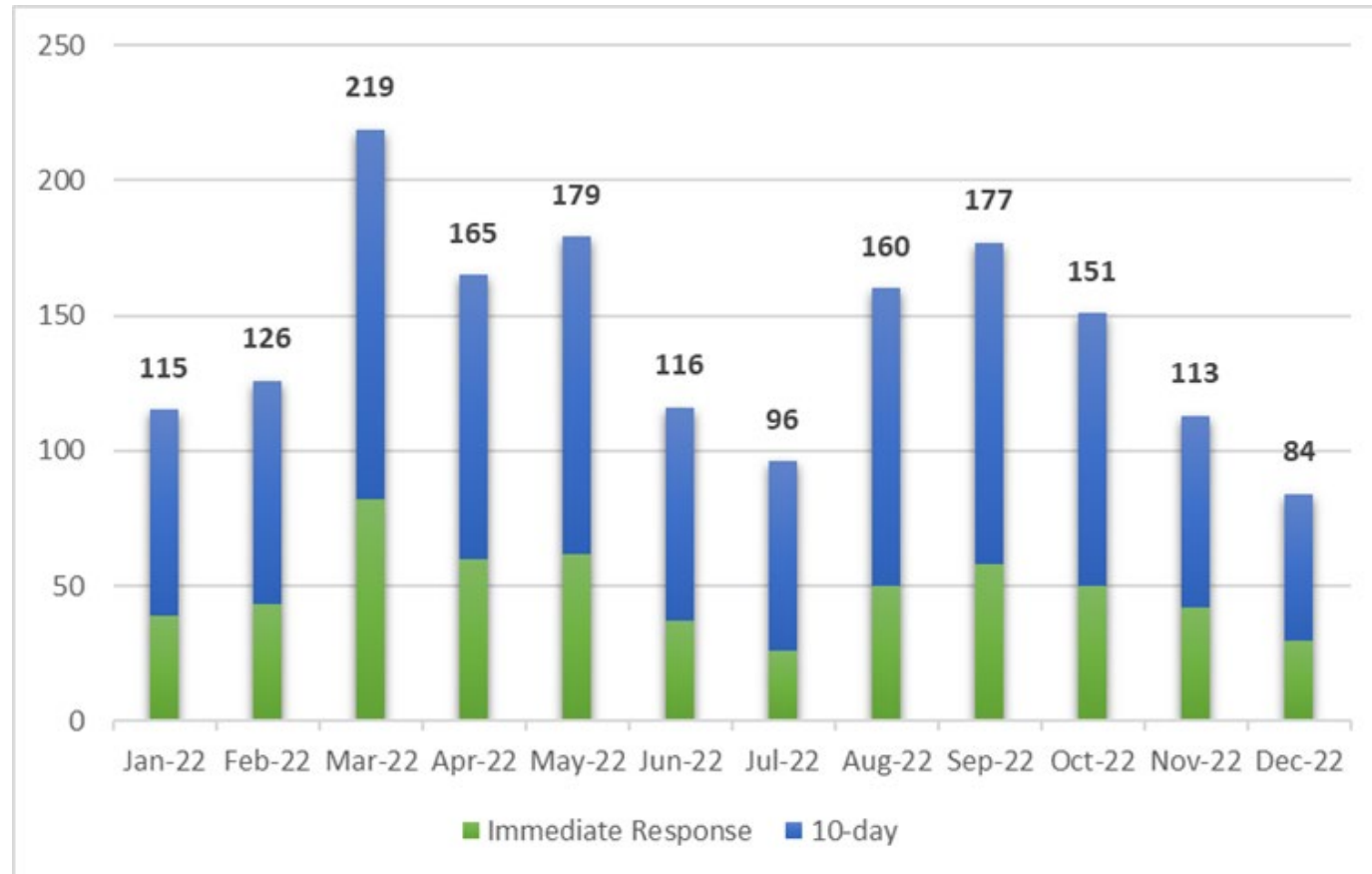
IMPACTS OF STAFFING SHORTAGE



MONTEREY COUNTY
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REFERRAL ASSIGNMENTS 2022

- ▶ FCS received an average of 142 referrals per month that required an in-person investigation.
- ▶ Approximately 34% of the referrals received required an investigation within 24 hours.



REFERRAL ASSIGNMENTS 2022 cont.

- ▶ FCS had an average of 13 social workers assigned to ER.
- ▶ Average of 11 referrals per social worker each month; however, this is not reflective of how many referrals social workers are actually assigned based on the following factors:
 - ▶ Individual work restrictions
 - ▶ Paid time off
 - ▶ Leave of absences
 - ▶ Time spent working in ER
 - ▶ Training new staff
 - ▶ Inheriting open referrals when staff resign, promote, or transfer to other units.



DOCUMENTATION

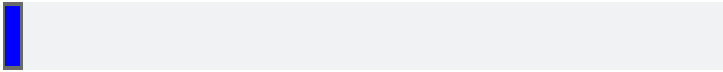
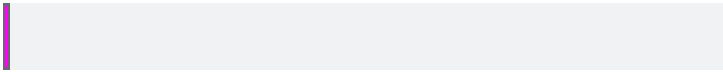
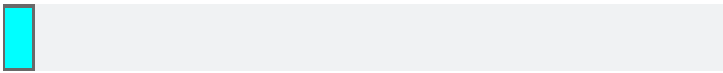
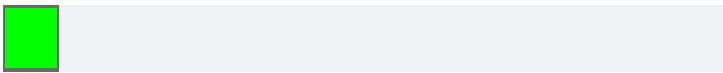

- ▶ Safety of children is always the primary concern for social workers
- ▶ Staff have limited time to enter case notes due to number of children and families they need to meet with.
- ▶ 43.4% of referrals received in December are missing documentation.

Elapsed Time Between Contact...	Count	%
Less Than 1 Day	16	16.2%
Within 1-5 Days	26	26.3%
Within 6-10 Days	0	0.0%
Within 11-15 Days	4	4.0%
More Than 15 Days	10	10.1%
Entry Precedes Contact	0	0.0%
No Contact Reported	43	43.4%
Total	99	100%



REFERRAL BACKLOG

- ▶ The staffing shortage has caused a backlog of open referrals. In December 2022, there were 1,342 referrals open longer than 30 days, and the state requires referral disposition in 30 days.

Days Open		Count	%
0 to 7 Days		38	2.6%
8 to 14 Days		12	0.8%
15 to 30 Days		64	4.4%
31 to 60 Days		111	7.6%
More than 60 Days		1,231	84.5%
Total		1,456	100%



CDSS CORRECTIVE ACTION PLAN

- ▶ CDSS visit in March 2022
- ▶ Concerns we noted regarding Intake and Emergency Response practice, specifically SCAR reports from mandated reporters.
- ▶ Corrective Action Plan issued that consists of 7 sections:
 - ▶ Record Remediation
 - ▶ Record Maintenance and Retention
 - ▶ Intake and Screening
 - ▶ Emergency Response and Investigations
 - ▶ Practice and Intervention
 - ▶ ICWA
 - ▶ Training



CDSS CORRECTIVE ACTION PLAN cont.

- ▶ 27 corrective actions identified
- ▶ To date, 4 have been completed
- ▶ Remaining 23 corrective actions to be completed within the next 18 months
- ▶ CAP Update will be provided at a future Board of Supervisors presentations and/or Health, Housing and Human Services Committee reports.



RECRUITMENT & RETENTION STRATEGIES



MONTEREY COUNTY
**Family & Children's
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RECRUITMENT

- ▶ DSS HR ensuring timely communication with CalHR and candidates for positions
- ▶ Continuous recruitment for Social Worker IV positions
- ▶ FCS Deputy Director position posted with first review of resumes January 16, 2023
- ▶ DSS HR exploring other methods and options for recruitment and exam services
- ▶ SW IV/V classification designated as difficult to fill as of 12/20/22 and eligible for a \$5,000 hiring bonus, as well as referral bonus of up to \$2,000.



RECRUITMENT cont.

- ▶ Posting social worker positions at key posting sites and working with local universities through the Title IV-E internship program to attract MSW students, including attending Title IV-E job fairs with local universities
- ▶ Current DSS SW IV/V staff serving as field mentors to CSUMB MSW Title IV-E interns. DSS currently have 3 Title IV-E interns and each mentor is eligible to receive a \$150/month stipend for serving as mentors.
- ▶ Base wage study/adjustment for social workers and social work supervisors to be more competitive with neighboring counties.



RETENTION

- ▶ DSS holding monthly Joint Quality Service Forum Committee (JQSFC) meetings with SEIU to discuss and strategize solutions to address staff concerns.
- ▶ Development of a Training Unit and providing a 6-week induction training series for all newly hired social workers.
- ▶ Training Unit provides 1:1 coaching, refresher training session with a unit, or individual staff re-training.
- ▶ Exploring the option of offering clinical supervision.
- ▶ Retention strategies are part of the FCS System Improvement Plan (SIP). A presentation to the Board of Supervisors is forthcoming.



RETENTION cont.

- ▶ Base wage adjustment for social workers and social work supervisors.
- ▶ Asked SW in other FCS units to volunteer to assist with FCS-ER assignments and be compensated accordingly.
- ▶ SW voluntary and involuntary reassignments to FCS units with the greatest number of vacancies to address workload concerns.
- ▶ Designating “Working Out of Class” reassignments as SWI to address staffing concerns and also provide internal growth opportunities to gain experience and knowledge to pass Merit’s SWI/II/III minimum qualification criteria.



QUESTIONS?



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