

COUNTY OF VENTURA
HUMAN SERVICES AGENCY



2004-2005 YEAR IN REVIEW

**County of Ventura
Human Services Agency**
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Transitional Assistance

Curtis Updike
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Motto

Integrity, Compassion, Empowerment

Vision Statement

Ventura County: A compassionate, healthy and empowered community

Mission

*We strengthen families, support self-sufficiency,
and promote safety, health and well-being.*

Director's Message



Welcome! This is HSA's third annual year in review report. It covers fiscal year 2004-05 data and activities and provides a snapshot of our progress on a range of strategic issues.

Our vision is for Ventura County to be a compassionate, healthy and empowered community. To succeed in achieving this vision, our Agency must demonstrate world-class performance across every aspect of our business, from high-quality service that leads to beneficial social outcomes, to financial integrity and accountability. We are committed to implementing the correct strategies and seeking new solutions to improve the lives of people living in Ventura County.

Developing our year-in-review report each year provides us with an opportunity to assess our performance, identify issues on the horizon, and target opportunities for improvement. This year we organized the report according to the strategic themes of our balanced scorecard: safe families, health care access, economic self-sufficiency and support, and organizational excellence. In each of these areas, you will learn about key initiatives and metrics that define our progress and success. You will also learn about the people we help, the issues they face, and the people of HSA who reach out to lend a helping hand.

Looking back, we have concluded a remarkable year of recovery and growth in the Human Services Agency. Kicking off the 2004-05 fiscal year, HSA faced major state and federal budget cuts. Every program was touched, some by direct reductions, others indirectly through a shift in staff. These are formidable challenges for any organization to overcome, but we did it. After a recent tour of our offices, visiting with staff and marveling at their accomplishments, I have to say that in spite of major obstacles, this has been a year of tremendous achievement.

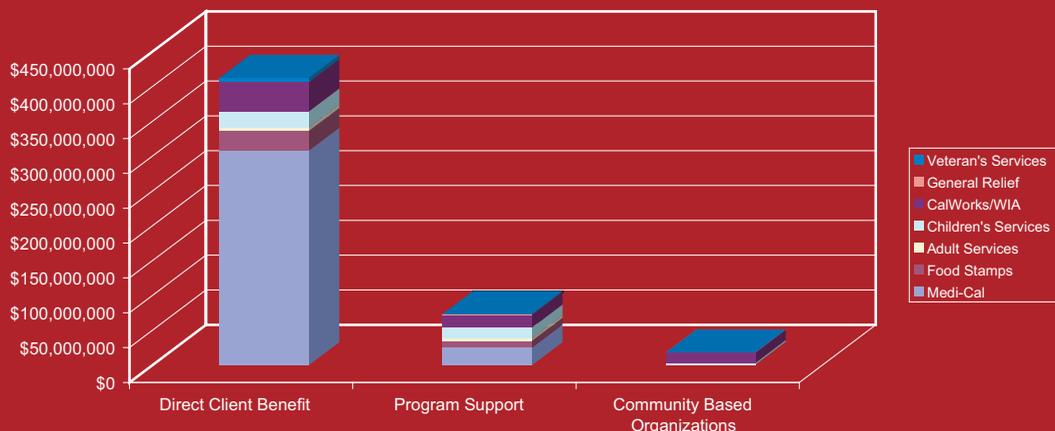
Looking ahead, we can expect some new challenges. We will play an important role in helping people recover from disasters (near and far), deal with the fallout of federal budget deficits, and implement the largest automation project in California social service history. I have complete confidence in our leadership and staff to continue to exceed our stakeholders' expectations in addressing these challenges.

At HSA, we "invest in people to create a better future." As you can see in this report, we are committed to creatively and joyfully keeping that promise!

Ted Myers
Director, Human Services Agency



Human Services Agency Program Expenditures FY2004



Deputy Directors



Melissa Livingston, Deputy Director - Administrative Services

This was a fast-paced year characterized by organizational excellence. As a team and as an organization, we have made tremendous strides toward creating positive outcomes for all HSA staff. Among our achievements have been the rollout of the Leadership Academy, formation of our Fund Development Team and beginning the implementation phase of CalWIN. These collective agency-wide initiatives not only support our commitment to organizational excellence, but are in alignment with the Agency's strategic initiatives.



Judy Rivera, Deputy Director - Adult, Children & Family Services

Without a doubt, Adult, Children & Family Services is absolutely amazing. This year, Children Family Services adopted the strategies of Family to Family and implemented Structured Decision-Making as a standardized risk assessment method. In Adult Services our dedicated social workers participated in 'A Day in the Life of APS' and continued to work with increasingly intense caseloads. Join me in celebrating the progress we have made this year.



Kathi Strahl, Deputy Director - Business Employment Services

Resilience, the ability to recover quickly, is the word that comes to mind for Business Employment Services when I reflect about the past year. Despite the many changes and budget impacts that resulted from our reduction in force, staff worked together to ensure that we continued to provide quality service to our clients in their journey towards self-sufficiency.



Curtis Updike, Deputy Director - Transitional Assistance

From linking veterans to services to providing assistance to the homebound, from offering our most vulnerable citizens health coverage to helping put food on a family's table, the staff of Transitional Assistance continue to reach out into the community with compassion and dedication as they strive to provide a positive quality of life for all of Ventura County's citizens.



Pictured (back row) Ted Myers, Agency Director, Judy Rivera and Curtis Updike, (front row) Melissa Livingston and Kathi Strahl

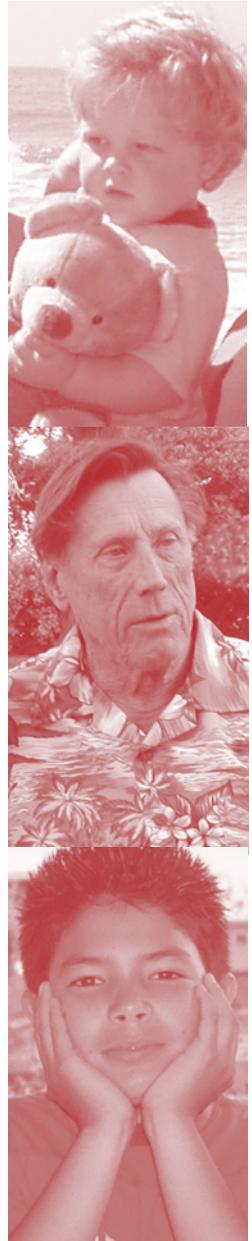
Overview

This past year, the County of Ventura Human Services Agency (HSA) embarked on a new venture to improve business practices and delivery of services. In pursuit of performance accountability consistent with the Agency's mission, HSA initiated the Balanced Scorecard as a concept management tool. These measures represent a tool for leaders to use in communicating to employees and external stakeholders the outcomes and performance drivers by which the organization will achieve its mission and strategic objectives.

The ultimate goal in creating the Balanced Scorecard is to improve delivery of services by creating a strategy-focused organization. This means that staff will follow clearly defined guidelines to deliver services and continually monitor and evaluate their effectiveness. The strengths and weaknesses of service delivery will be identified and improvements implemented where necessary.

The Balanced Scorecard allows the Agency to align actions with strategic execution. By sharing the Scorecard results with the staff, it serves as a communication tool. Employees are given the opportunity to discuss assumptions underlying each strategic theme, learn from any unexpected results, and dialog on future improvements.

HSA adopted four key focus areas or strategic themes: Safe Families, Health Care Access, Economic Self-Sufficiency and Support, and Organizational Excellence. In each of these focus areas, all activities were centered on the Balanced Scorecard formula, enabling the Agency to move forward with strategic execution and ensuring the organization's progress towards performance accountability. The following pages represent some of the successes and highlights of fiscal year 2004/2005 delivery of services based on this new approach.



Safe Families



HSA is dedicated to preventing abuse and neglect for children, elders, and dependent adults. Our goal is to create safe home environments for the residents of Ventura County. Additionally we have identified Safe Families as one of the four strategic focus areas.

The goals for the Safe Families initiative are:

- Reduce the rate of family child abuse and neglect in Ventura County
- Reduce the rate of elder abuse and neglect in Ventura County

Structured Decision-Making

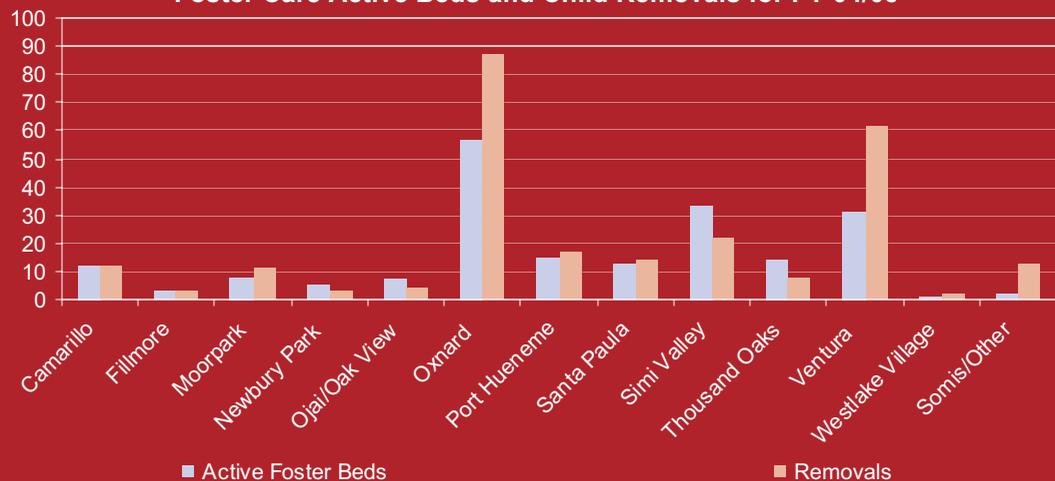
Several tools and projects have been implemented to meet the goals and performance measures that will be evaluated on a quarterly basis. In March 2005, Structured Decision-Making (SDM) was implemented in Children and Family Services. SDM is a set of six (6) tools designed for the assessment of a child's immediate safety and future risk of harm following a report of child abuse and/or neglect. These tools are designed to be used under varying conditions to ensure whether a child can safely return home or requires a more permanent placement plan. The goal is to have a consistent and structured protocol for social workers to utilize when assessing the safety needs of a child and making decisions that impact the lives of the families we serve.

Best Match Project

The Best Match Project is designed to improve the stability of each out-of-home placement by matching the unique qualities of each child with the qualities of each caretaker. Goals of the project include:

- Improvements to the current multidisciplinary processes that assess youth, their families and the caregivers that serve them
- Development of a process for using the information gathered in these assessments to decide the specific placement that best serves the child and his/her family, and then subsequently tracks the placement to validate the matching decision
- Improvements to the way children, their birth families and caregivers are supported in the efforts to achieve placement stability

Foster Care Active Beds and Child Removals for FY 04/05



Safe Families

Family To Family

Family To Family was designed by the Annie E. Casey Foundation in 1992 with the help of national child welfare experts and provides an opportunity for states and communities to re-conceptualize, redesign and reconstruct their foster care system. Currently 18 states and 24 California counties are participating.

The four core strategies are:

- Recruitment, Development and Support of Resource Families: Find and maintain foster and kinship families to support children and families in their own neighborhoods
- Build Community Partnerships: Establish relationships with a wide range of community organizations in neighborhoods where referral rates to the child welfare system are high, and collaborate to create an environment that supports family involvement
- Team Decision-Making: Expand the involvement of foster parents and caseworkers to partner with birth families and community members in all placement decisions
- Self-Evaluation: Self-evaluation teams collect, analyze, and interpret data about child and family outcomes to determine progress made and identify necessary changes to policy and practice

Fetal Alcohol Spectrum Disorder

Ventura County was successful in winning one of four nationwide contracts to implement universal screening for Fetal Alcohol Spectrum Disorder (FASD) for all children entering the Dependency Court system. To accomplish this, a partnership was created between the Health Care Agency (HCA), HSA, and the Superior Court. More than 80% of the families who come to the attention of the child welfare system in Ventura County have been negatively impacted by alcohol or other drug use. Many children born prematurely are exposed to such substances that often cause lifelong effects. Children's behaviors associated with prenatal exposure to alcohol or other drugs place them at higher risk of child abuse or neglect. By identifying children with FASD or other prenatal drug exposure as early as possible, we will do a better job of connecting families to services, thus decreasing the risk of future abuse or neglect in the family.



Stability, Safety and Hope

After reassessing a foster child's placement with grandparents, it was apparent that the home no longer met approval standards. This fact devastated the family who felt they had no other housing options and feared losing their grandson.

The social worker in this case, Dora Saenz-Belden, believed this foster child was receiving the best of care. She temporarily approved the home with a corrective action plan to secure alternative housing. Ms. Saenz-Belden enlisted the assistance of Karol Schulkin, Homeless Services Program Administrator, in forwarding a letter of consideration on behalf of the family to the Housing Authority who agreed to consider the family for housing assistance on the condition the agency be involved in all levels of the intake process.

This relative foster family is now in the final stages of approval for a housing voucher. Intervention by agency staff resulted in stability, safety, and hope for this family.

Safe Families



Adult Protective Services (APS) is dedicated to maintaining the health and safety of elderly and dependent adults. Each year, adults suffer abuse, neglect and exploitation by family members and other caregivers. Many victims are elderly, frail and vulnerable, unable to help themselves and depend upon others to meet their needs. For every report of adult abuse received research indicates four are not reported.

Referral Assessment

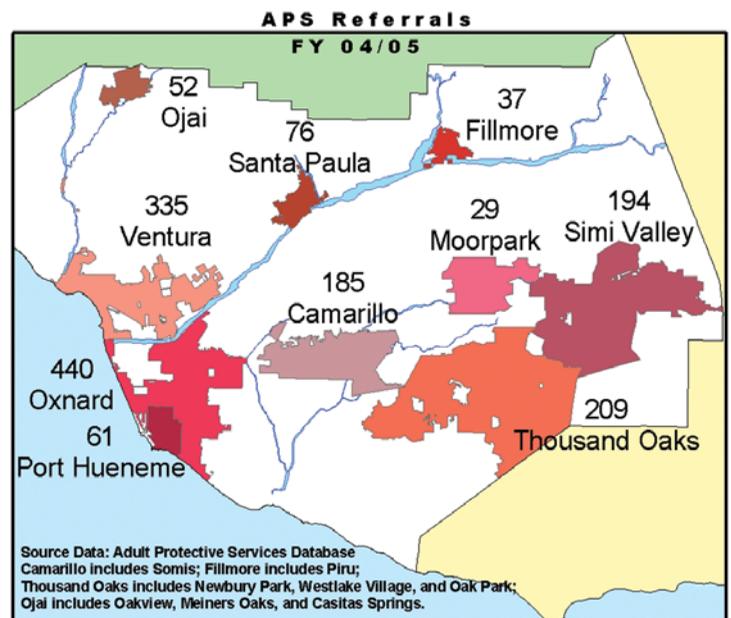
APS evaluates each referral of adult abuse and determines the appropriate response. In the spring of 2005, a formal process was created to insure consistent identification of appropriate response. A "Referral Assessment" form was developed utilizing state regulations.

APS Highlights 2004-2005

APS received 1,618 reports of adult abuse.

Of those:

- 73% involved elderly adults
- 27% involved dependent adults
- 16% reported financial abuse
- 40% reported neglect by self or others



Overcoming Barriers

Adult Protective Services (APS) received a report on a 73-year-old widow alleging self-neglect and financial abuse. The client had no food and was unable to pay her phone bill. The client was independent, but could use assistance with domestic and grocery shopping. Her issues were lack of money for food, high telephone bills from collect calls generated by other people, a verbally abusive pregnant woman living in the home, and high anxiety. The client accepted an APS plan.

What was the social worker able to accomplish for the client?

- Provided an emergency supply of groceries.
- Paid the phone bill and helped the client compose a letter to the phone company asking to add a security code to her phone service so collect calls could not be accepted.
- Provided a Medi-Cal application and assisted the client with the completion of all supplemental documentation.



Safe Families

A Day in the Life of Adult Protective Services

In September 2004, the County Welfare Directors Association of California released the report "A Day in the Life of Adult Protective Services". California counties participated in this project to collect data about the calls Adult Protective Services receive. The data was collected from a 24-hour period on March 5, 2004. HSA participated in this project to help educate the public and our political leaders about APS.

This project generated awareness of APS by illustrating the types of clients who are at risk, the various types of calls received, and the complexity of the issues involved. An analysis of the data collected provided only a snapshot, not the whole picture. In order to provide more information on what happens to APS clients, the County Welfare Directors Association of California has been collecting phone call data since 2004 and will release a report in 2006.

Education & Outreach

An ongoing activity of APS is to provide education and outreach. Awareness is the first step to prevention of adult abuse, so HSA participated in the following projects to increase awareness of adult abuse:

- Conejo Las Virgenes Future Focus Foundation Inaugural Senior Congress
- Elder and Dependent Adult Abuse 101: Physical & Financial, sponsored by the Ventura County Financial Abuse Specialist Team (FAST) and the Ventura District Attorney
- APS social worker interview on public radio KCLU 88.3 FM
- Senior Crime Alert Community Forum in Oxnard (in partnership with the State Attorney Generals' office)

In FY 04-05, presentations were made to more than 700 individuals. In addition to formal presentations, APS social workers provided information and referral service to County residents, and APS staff handled more than 1800 callers during the same period.



Pictured above are Disaster Relief Team Social Workers Noe Villa and Leticia Morales.

Disaster Relief Team

2005 has been a year where Mother Nature demonstrated her power. The impact of the destructive rains this year displaced and disrupted many Ventura County residents. Ventura County Human Services Agency responded to the needs of our residents by forming a collaborative team from multiple disciplines. Disaster Relief Teams were dispatched to Ojai and Oak View after the heavy rains. Residents from this area and La Conchita were served. ACFS responded by assigning two Social Workers to the Disaster Relief Team. Social Workers Leticia Morales and Noe Villa represented ACFS and assisted victims of the floods by connecting victims to resources, debriefing children and families and identifying solutions.

Health Care Access



The second strategic focus area in HSA's Balanced Scorecard is to improve access to health care. HSA works with approximately 100,000 Ventura County residents and is developing improvements in the areas of insurance coverage for children & adults, services for Veterans, and medical support for homebound residents.

The Health Care Access Initiative goal is to

- Enroll and retain individuals in existing health care coverage programs
- Reduce the number of uninsured Ventura County children
- Expand outreach activities
- Create greater opportunities for Veterans to access health care
- Connect In-Home Support Services clients with a Public Health Nurse

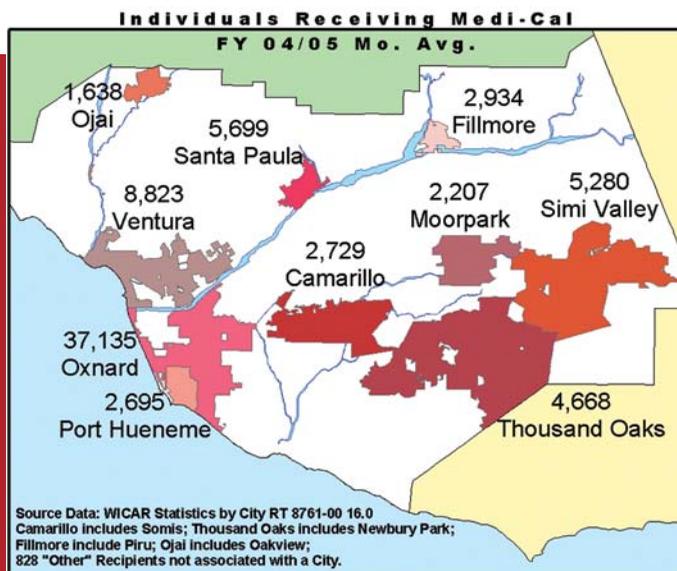
Enrollment & Retention

HSA provides health access to more than 90,000 individuals through federal and state funded programs. These programs under Medi-Cal paid more than \$300 million toward health-related services for the County's most vulnerable populations.

Statistics indicate that a significant number of individuals who qualify for Medi-Cal do not participate in the program. For example, a California Health Interview Survey conducted in 2003 estimated that 16,000 Ventura County children lack health coverage. Without health coverage children will most likely go without needed care, sometimes resulting in more catastrophic problems, expensive treatments, and greater local costs.

Each month, HSA receives approximately 2,000 Medi-Cal applications. While the Agency approves an average of 62% of the applications, 17% of denials are not related to eligibility. In early 2005, HSA began a new program of contacting denied individuals and encouraging them to continue with the intake process to determine eligibility.

Another issue involves individuals maintaining their health care coverage. In an average month, case workers discontinue 2,319 Medi-Cal cases. Studies indicate that a majority will reapply for Medi-Cal within four months. Statewide, this process of discontinuance and re-enrollment, has become to be known as



Health Care Access

“Medi-Cal Churning”, and it costs the program an estimated \$5 million annually. In addition, individuals who let their health care coverage lapse often fail to receive the treatment they or their children need. In an agency study, staff attempted to contact individuals who had their Medi-Cal discontinued for reasons other than eligibility. Of the 2,334 we contacted over the 4-month study, two primary findings became apparent: a vast majority could no longer be contacted, and of those contacted, more than 95% of them were able to be re-enrolled.

The reason for the large number of denials is repeated in the large number of discontinuances based on noncompliance rather than a lack of eligibility. In fiscal year 2004/2005, the Agency began identifying steps staff could take to continue engagement with those already enrolled and encourage them to continue in the system.

HSA added 2,919 individuals to the Medi-Cal Program during this year. However, it is too early to determine if this increase can be directly attributable to the increased emphasis on retention and enrollment. Specific measures will be in place for FY 2005/2006 and will be a greater indicator of success in these areas.

Children’s Access to Health Care

In April 2005, the Ventura County Human Services and Health Care agencies began to look at ways to increase enrollment in health coverage plans for all children under 300% of the Federal Poverty Level (FPL) and increase utilization of existing health care services.

A California Health Interview Study (CHIS) estimated that some 27,000 of the 32,000 children who lack health insurance coverage in Ventura County could be eligible for existing publicly-financed health coverage programs - Medi-Cal or Healthy Families. The other 5,000 children could be eligible for the Kaiser Plan, which covers all children up to 300% of the FPL.

This collaboration resulted in the Board of Supervisors requesting the two agencies to explore ways to streamline enrollment, and improve retention rates for all Ventura County Health Care programs by combining their staff in one location.

The agencies plan to launch a pilot program at the Santa Clara Valley Center in late 2005 with three other locations scheduled to open by Fall 2006.

Community Outreach

The new Outreach Steering Committee (OSC) has completed its first year. The goal of the Outreach Steering Committee (OSC) is to educate the public on services and assistance provided and available at HSA.

During its inaugural year, the OSC tracked the number of materials and Medi-Cal applications distributed, and the number of Medi-Cal applications received as a direct result of outreach activities.

The OSC conducted 47 different outreach activities attended by 2,200 county residents. This year the committee distributed education materials to more than 1200 people and received 121 Medi-Cal applications.



Pictured above is Rosa Valladares as she provides Human Services Agency program information to a county resident.



Health Care Access



Veterans' Health Care

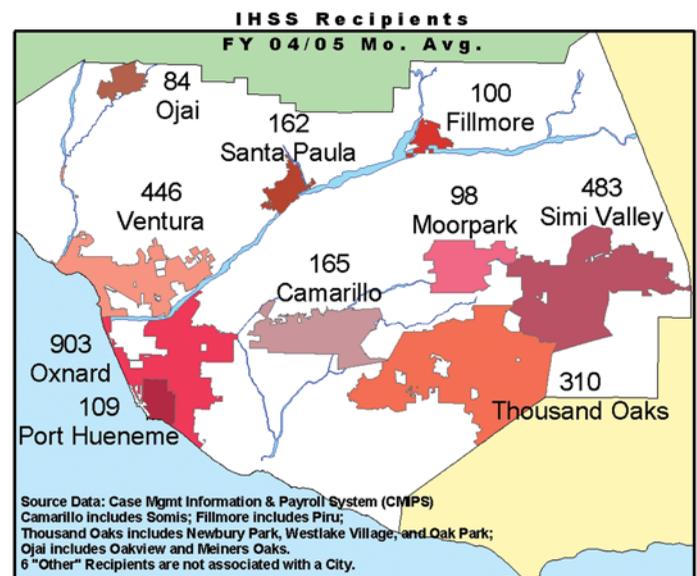
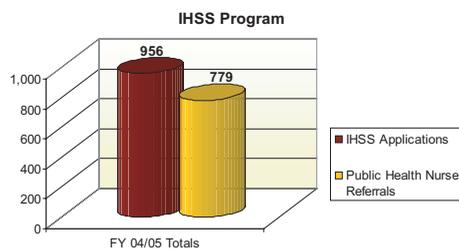
HSA actively seeks out opportunities to provide Ventura County Veterans with access to the VA Healthcare System. The VA provides all veterans affordable health services such as doctor visits for \$15 and prescriptions for \$7.

HSA's Veteran's Services Office conducts outreach activities countywide to inform veterans and their families of VA benefits. This six-person team also works with the VA and Community Memorial Hospital (CMH) to bring health care closer to the vets. Seven thousand veterans utilize the VA Healthcare System, roughly 11% of all veterans in Ventura County.

Public Health Nurses for the Homebound

The In-Home Supportive Services (IHSS) program provides assistance to eligible aged, blind and disabled individuals so they can remain in their own homes by providing assistance with daily tasks of living such as homemaking and personal care services.

This program's initiative is to have Public Health Nurses assess IHSS clients who have been identified with increased health risk factors. This intervention ensures the IHSS client receives maximum IHSS benefits. The measurable goals in this initiative is to increase referrals from the IHSS social worker to the Public Health Nurse.



Family Unity

Jesus Moreno is the sole In-Home Support Services (IHSS) provider for his 16 year-old son, Jesus, who is physically impaired with spinabifida and cerebral palsy. Mr. Moreno's son has been receiving IHSS since 1992. At that time care was shared between Mr. Moreno and his wife.

In 2002 Mr. Moreno's wife, who had been their son's primary caretaker, tragically died of cancer leaving the care of their son and two daughters to Mr. Moreno.

While Mr. Moreno has remarried, he has chosen to continue as his son's sole IHSS provider. Mr. Moreno has done an excellent job of caring for his son and two daughters ages 8 and 10.

Economic Self-Sufficiency and Support

The third strategic focus area is to increase self-sufficiency. HSA works with community partners to provide temporary economic support, while we provide the tools for individuals and families to become self-sufficient. These tools include job search assistance, occupational training, financial education and services, and youth programs. The desired outcomes for these efforts include increasing the:

- Number of eligible persons who receive food stamps
- Number of individuals in transitional and/or permanent housing
- Employment rate of program participants
- Average wage of program participants
- Employment retention rate of program participants
- Number of eligible veterans who receive VA benefits
- Number of emancipated foster youth obtaining services through the Independent Living Program

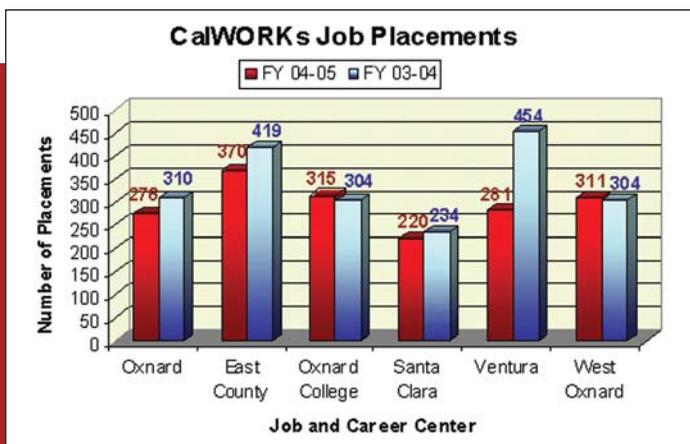
Stable housing, food security, and steady employment are key to economic stability. In order to achieve the above results, these initiatives have been put into place:

Employment Strategies

Assessment, training and job search assistance, aided by labor market information available from the Job & Career Centers, prepares job-seekers to find the position for which they are best suited and where they will be most successful. Success in an initial job can lead to continued employment, salary increases, promotion, and ultimately a career. Workshops offered by the Job & Career Centers provide insight into employer expectations and keys to increased opportunity.

Expand Homeless Service Programs

Outreach and service linkages will be increased through broader collaboration with public and community-based agencies, resulting in individual case plans designed to help move homeless persons toward greater financial and housing stability.



Highlights:

- 1,867 job placements at an average wage of \$8.97/hour
- 26,578 Ventura County residents received food stamps
- 248 homeless individuals received housing
- \$224,360 in earned income tax credits were returned to low-income families
- \$5,806,490 in veteran's cash benefits were awarded to Ventura County residents
- 90% of all foster youth aging out of the system completed the Independent Living Program

Economic Self-Sufficiency and Support



Expand Food Stamp Program

HSA is committed to expanding participation in the Food Stamp program to enable families and individuals to have a nutritious diet. Changes in business processes will increase communications with Food Stamp applicants as well as on-going clients to encourage timely provision of required documents needed to avoid denial or prevent discontinuance.

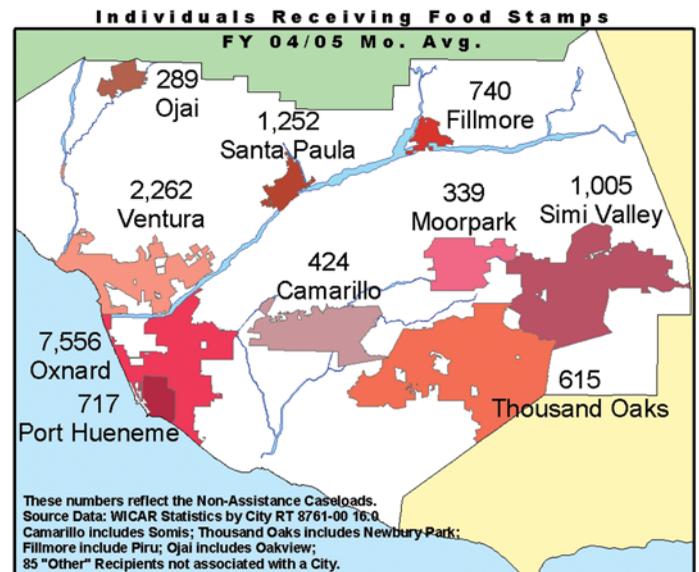
Strategic Partnerships

HSA established a vital partnership with the Internal Revenue Service to promote the Earned Income Tax Credit (EITC) and the Volunteer Income Tax Assistance Program (VITA). These efforts provided much needed financial education to many low income working families in our community.

This year, the collaborative services were provided at five of HSA's Job and Career Centers, and nearly 400 clients were assisted with their tax returns. The net result was that HSA clients received federal income tax refunds totalling more than \$300,000.

Public Education for Veterans

The Veterans Service Office counsels and assists veterans and their survivors in acquiring earned benefits. Well over \$54M of compensation and benefits funnels into Ventura County every year via payments to veterans. An aggressive outreach program is in place to reach out to as many eligible veterans as possible. Counseling is offered at county senior centers, the VA Adult Day Health Care facility and county jails. Presentations are given on community television, radio, and at veteran and service organizations. Additionally, the weekly *Veteran Advisor* column appears in the *Ventura County Star*.



Business and Employment Services Account Executive, Raul Ornelas, presents Workforce Investment Act participant, Alejandra Torres, with a certificate of completion for successfully completing on-the-job training program. At right is John Santiago, Displaytronix, Inc. Logistics Manager.

Displaytronix, Inc.

Displaytronix, Inc., a flat panel display repair service center located in Oxnard has hired 10 Workforce Investment Act clients. Through the Job & Career Centers' integrated services and the collaboration of WIA and CalWORKs staff, Alejandra Torres, a single mother of three, successfully completed her training and transitioned into full-time, unsubsidized employment as an electronic assembler. Displaytronix, Inc. Logistics Manager, John Santiago, calls Alejandra a "Key addition to the company who has demonstrated leadership qualities within her department."

Economic Self-Sufficiency and Support

Improve Independent Living Program Services for Foster Care Youth

The Independent Living Program (ILP) helps to prepare foster youth to be self-sufficient when they age out of the foster care system. Through collaboration with the Job & Career Centers, ILP services were expanded to include a financial literacy curriculum and a Ready-to-Work Certificate program. Participants develop an action plan that prepares them for independence and works with their advisor to review and evaluate on a regular basis.

Workforce Investment Board (WIB)

Over this past year, the Workforce Investment Board has worked very hard to serve Ventura County in the areas of job training, enhanced employment opportunities, economic vitality, and employment statistics and trends. Under the guidance of the Board of Supervisors, WIB developed a variety of initiatives to improve the quality of life for employers and workers.

WIB targeted the nursing shortage this year and is making headway by joining with local hospitals and education and training providers to implement initiatives and brainstorm other solutions. To increase the employment of youth and adults with disabilities, WIB upgraded several of our Job & Career Centers, and added services and staff training to help those with a variety of needs prepare for work and connect with local businesses.

At the request of local employers, WIB launched the Work Readiness Certificate program, which gives young people everything they need to land their first job - a resume, critical thinking skills, interview practice and a basic workplace foundation.

For more information about WIB or for Job & Career Center locations, please call (805) 652-7684 or visit <http://www.wib.ventura.org>.



Outstanding!

HSA employees from all departments work together to achieve outcomes of the Economic Self-Sufficiency and Support initiatives.



Pictured left to right in support of each initiative: Joy Aurella, Financial Empowerment; Glendine Kieva, Veteran's Services; Rosemary O'Neil, Food Stamps; Arleen Romero, Homeless Services; Maria Pinedo, Job Placement and Retention; and Cameron McMullen, Independent Living Program.

Organizational Excellence

HSA's Administrative Services Department is a key strategic partner to the Agency's Balanced Scorecard, and has taken the lead to establish a set of goals and initiatives directly aligned with the Agency's other objectives of Safe Families, Health Care Access, and Economic Self-Sufficiency and Support. These goals and initiatives collectively comprise a strategic set of drivers in support of Organizational Excellence.

Organizational Excellence Goals:

- Attract and retain a skilled and diverse workforce
- Create clear career development pathways and supports
- Improve data integrity
- Build effective information technology case management tools that interface between programs
- Optimize annual budget
- Expand revenue sources
- Promote customer service excellence through objective measures and feedback
- Promote integrated services through effective staff training, coordinated case planning, and universal intake systems

Organizational Excellence Initiatives and Desired Outcomes:

- Implement a recruitment/certification process for Human Services Agency specific classifications that ensures a high quality, diverse workforce, and decreases the turnaround time from recruitment to certification to 8 weeks
- Improve the participation rate of line staff, supervisors, and managers in HSA's Leadership Academy I and II; increase core competencies of staff, career development, and opportunities for succession planning
- Implement an Employee Performance Management system that will achieve 100% participation by June 2006
- Implement a Budget Optimization strategy to maximize federal and state allocations and decrease the variance between budgeted to actual expenditures to no more than 2%

CalWIN

The CalWORKs Welfare Information Network, or CalWIN, is a federally-mandated 18-county consortium initiated in 1984 to create a statewide automated management system for all welfare cases. The \$500 million state sponsored system will be implemented in Ventura County April 2006. It is anticipated the new automated welfare system will streamline delivery of services by automating the application of welfare rules and regulations, allowing staff to spend less time on manual calculations and more time servicing clients. This will result in a reduced time from application to the receipt of benefits and an increase in the accuracy in eligibility determination and benefit calculation. Consistent application of eligibility policies and procedures, along with the capturing of more details electronically and sharing of information across all programs, will assist the agency in creating safe home environments, providing access to appropriate health care as well helping to provide economic support, all of which will help clients become self-sufficient.

Over 700 County and HSA agency partner staff are expected to use the new system. To get ready for this monumental change, HSA has been busily preparing for the transition through incrementally introducing the new application to staff through formal and informal presentations and training sessions. To date, 732 participants have attended 25 overview

Organizational Excellence

- Implement a Fund Development Team comprised of agency, county, community-based organizations, and non-profits to collaboratively search for and evaluate new funding opportunities and attempt to increase revenue by \$500,000 in the first fiscal year, 2005/2006
- Implement the CalWIN automated eligibility, case management, benefit issuance and reporting system, agency-wide, targeting 100% completion of all training of full access users by April 1, 2006
- Implement an Integrated Services Business Model focusing upon improved customer service, client and staff satisfaction, and involvement of partner service providers
- Completion of an agency-wide organizational assessment every two years, resulting in actionable plans that directly address staff satisfaction, retention and promotability
- Evaluate and implement a common information technology intake tool to connect all Agency programs and services by fiscal year 2006/2007

Leadership Academy

HSA considers training programs to be an important resource for assisting the agency in increasing staff competency, administering programs more effectively, promoting employees, and assuring high-quality public services. In line with the role of Administrative Services in providing support to the Agency's program and service delivery goals, staff development is administering The Leadership Academy, a training program for employees that uses a multi-dimensional learning process based on three concepts: training, experience, and support.

The mission of the Academy is to provide avenues of opportunity for people to excel and fulfill their leadership potential. The desired outcome is to ensure the staff develop leadership skills and prepare them to move into formal leadership and management positions. This will enable the Agency to grow future leaders from within. The Academy combines classes from HSA Human Resources, UC Davis, Oxnard College, Ventura College Institute of Professional Development (VCICPD), Ventura Adult Continuing Education Institute and private instructors into a 3-tier program – Leading Ourselves (Leadership I), Leading Others (Leadership II), and Leading Organizations (Leadership III).

presentations of the application. Another 39 staff have attended formal classroom training ranging from three days to three weeks. Over the next several months, the agency will continue to train and educate HSA staff, county staff, agency partners and clients in an effort to prepare them for this large-scale change.



Pictured left to right (back row): Kim Rhineheart, Ed Sajor, Jim Whitney, Ivette Afanador, Susan Conway, Rita Sanchez, Laura Pariseau, Lorenza Herrera, Patty Sanchez, Regina Herrera-White, Cosima VanBuskirk, Terry Sapp, Kerensa Subic, Francisco Cerda, Myra Chavez, Lynn Schroeder, Paula O'Conner, Derrick Wilson, Dexter Tuazon, Keri Collins, Aurea Baron, Tisha Maeda, Kathy L. Smith, and Patty Kreider.

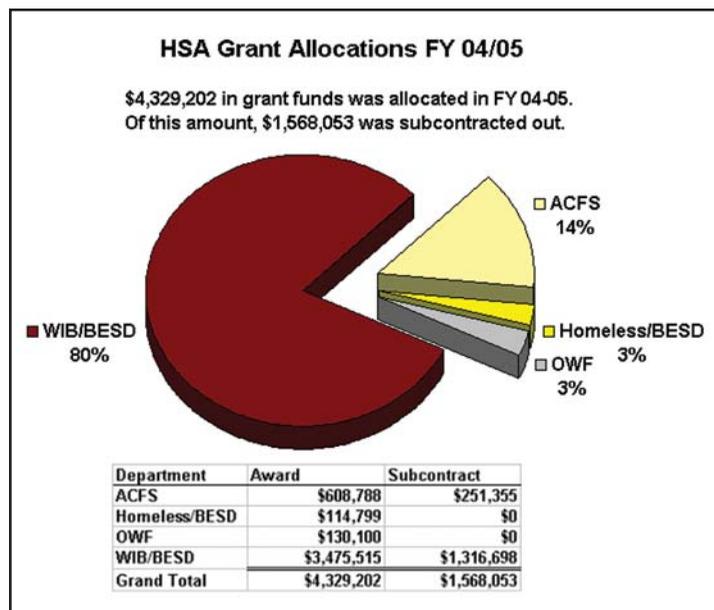


Organizational Excellence

Future plans for staff development include a training plan to ensure enrollment and completion of the Academy. A Balanced Scorecard initiative that our Agency strongly supports includes the enrollment and completion of the Leadership Academy I/II, with a desired 100% enrollment rate by the end of the '05-'06 fiscal year.

Organizational Leadership Award

This year the County of Ventura received the prestigious Organizational Leadership Award for being one of Ventura County's model employers in the work/life arena. For the third year in a row, the County of Ventura was recognized for its family-friendly policies by Project Work/L.I.F.E., a public-private collaboration supporting county employers as they implement work/family programs to support their workforce.



Pictured left to right (back row): Pam Waldron, Kathy Young, Phil Bohan, Paul Bujold, Karol Schulkin, and Nancy Ambriz, (front row): Meg Kimball-Drewry, Sarah Becerra, and Betty Krause. Not pictured are: Maria Carbajal, Marla Gay, Richard McNeal, Tom Nirkirk, and Richard Shaw.

Fund Development

HSA received 29 grants in 2004-2005, totaling over \$4.3 million. Approximately one third of funds were contracted out to local partners with the balance allocated among departments in support of Agency initiatives. Funding enabled job seekers to become registered nurses, math and science teachers; provided jobs to displaced workers to assist in wildfire clean up; provided outreach services to disabled youth and homeless individuals and; improved local employers capacity to provide childcare services to their employees.

2004-2005 Quick Facts

HSA Employees: 978
Job Placements: 1867
Medi-Cal Cases: 36,890
Food Stamp Cases: 10,479
IHSS Cases: 2,755
Suspected Child Abuse/Neglect Reports Received: 8004
Suspected Child Abuse/Neglect Reports Assigned for Investigation: 6035
Active Foster Beds in Ventura County: 201
Suspected Adult Abuse Reports Received: 1618
Veteran's Awards Granted: \$5,806,490

Locations

Children & Family Services/Casa Pacifica
1722 Lewis Road, Camarillo 93012
(805) 445-7800

East County Intake & Eligibility Center
2003 Royal Avenue, Simi Valley 93065
(805) 584-4842

Homeless Services / Adult Protective Services
2220 Ventura Blvd., Camarillo 93010
(805) 987-6712 / (805) 482-6173

Adult Protective Services / Children & Family Services
970 Enchanted Way, Simi Valley 93065
(805) 955-2200 / (805) 955-2290

Adult, Children & Family Services
300 West Ninth Street, Oxnard 93030
(805) 240-2700

East County Job & Career Center
980 Enchanted Way, Simi Valley 93065
(805) 955-2282

Oxnard Intake & Eligibility Center / Job & Career Center
1400 Vanguard, Oxnard 93033
(805) 385-8587 / (805) 385-9100

East County Job & Career Center Satellite
1425 Thousand Oaks Blvd., Thousand Oaks 91360
(805) 374-9006

Oxnard College Job & Career Center
4000 South Rose Avenue, Oxnard 93033
(805) 986-7300

Ventura Intake & Eligibility Center
4651 Telephone Road, 1st floor, Ventura 93003
(805) 654-5000

Veteran's Services
1701 Pacific, #110, Oxnard 93033
(805) 385-6366

Adult, Children & Family Services
4651 Telephone Road, 2nd floor, Ventura 93003
(805) 654-3409

West Oxnard Job & Career Center
635 South Ventura Road, Oxnard 93030
(805) 382-6551

Ventura Job & Career Center
4601 Telephone Road, Ventura 93003
4245 Market Street, Ventura 93003
(805) 654-3434

Santa Clara Intake & Eligibility Center
725 Main Street, Santa Paula 93060
(805) 933-8300

HSA Administration
505 Poli Street, Ventura 93001
(805) 652-7601

Year in Review Committee Members

Adult, Children & Family Services

Catherine De La Torre-Martinez
Kathy Cilley-Wagner

Business Employment Services

Connie Clay

Transitional Assistance

Elaine Aguirre
Pat Judkins
Paul Bujold

Administrative Services

Debbie Barber
Derrick Wilson
Gina Spoerlein
Leticia Lachberg
Linda Catherine Le
Meg Kimbell-Drewry
Michelle Ellis



County of Ventura
Human Services Agency

505 Poli Street
Ventura, California 93001
(805) 652-7601

www.vchsa.org

To report suspected child abuse or neglect or adult/elder abuse or neglect, call (805) 654-3200

