

Social Services Agency 2011 Business Plan Updates



Efficiency Respect Creativity Fairness
Courtesy Integrity Diversity Teamwork
Thoroughness Compassion Initiative





County of Orange
SOCIAL SERVICES AGENCY

888 N. MAIN STREET
SANTA ANA, CA 92701-3518
(714) 541-7700

MICHAEL L. RILEY, Ph.D.
DIRECTOR

MIKE RYAN
CHIEF DEPUTY DIRECTOR

MIKE RYAN
ACTING DIVISION DIRECTOR
ADMINISTRATIVE SERVICES

WENDY AQUIN
DIVISION DIRECTOR
ADULT SERVICES &
ASSISTANCE PROGRAMS

GARY TAYLOR
DIVISION DIRECTOR
CHILDREN & FAMILY SERVICES

MARITZA RODRIGUEZ FARR
DIVISION DIRECTOR
FAMILY SELF-SUFFICIENCY

December 14, 2010

Dear Interested Stakeholders:

On behalf of the Orange County Social Services Agency (SSA), I am pleased to provide our 2011 Business Plan Updates, which include information regarding the Agency's performance measure outcomes for the period of July 1, 2009 to June 30, 2010, and our action plan for the upcoming fiscal year. This report documents our commitment to our goals and strategies as we strive to efficiently and effectively deliver social services to the residents of Orange County.

In accordance with the County of Orange Executive Office/Budget 2011 Business Plan Updates Instructions, dated October 5, 2010, this report includes updates regarding the following SSA critical strategies measured:

1. To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.
2. To provide services for helping vulnerable adults and children receive needed healthcare, food, shelter, and clothing.
3. To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.
4. To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

The Agency's core values of integrity, fairness, compassion, respect, courtesy, and teamwork are reflected in our highly skilled and professional staff, whose efforts demonstrate the Agency's commitment to achieving our goals through collaboration with the Board of Supervisors, County Executive Office, and community partners. The Social Services Agency will continue to review our business processes, refine our strategies, and explore innovative service delivery processes as we continue our efforts to provide a safe and supportive environment that supports stability and self-reliance for the residents of Orange County.

Please visit our website, www.ssa.ocgov.com, to view the full report of SSA's 2010 Business Plan and to obtain additional information about our programs and services.

Sincerely,

Michael Riley, Ph.D.
Director

SOCIAL SERVICES AGENCY CRITICAL STRATEGIES 2011 Business Plan Updates

Goal #1: *To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.*

- *Number of reports of financial abuse of elder and/or dependent adults received from financial institutions.*
- *Percentage of Child Welfare Services performance measures that exceed the Federal and State outcome targets, with an emphasis on safety, permanency, stability, and well-being.*

ADULT PROTECTIVE SERVICES (APS) FINANCIAL ABUSE REPORTING

Performance Measure: Number of reports of financial abuse of elder and/or dependent adults received from financial institutions.

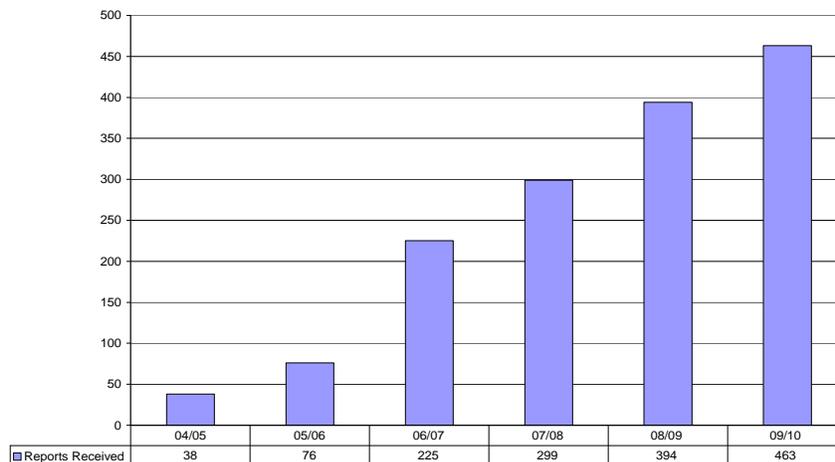
What: Measurement depicts the annual number of reports of financial abuse of elder and/or dependent adults received from financial institutions.

Why: The ability to preserve assets is the difference between preserving quality of life or facing severe hardship.

FY 2009/10 Results	FY 2010/11 Plan	FY 2010/11 Anticipated Results	FY 2011/12 Plan
In FY 2009/10, a total of 463 reports of financial abuse of elder and/or dependent adults were received from financial institutions, reflecting an 18% increase over the 394 reports received in FY 2008/09. The number of financial abuse reports continues to grow at a rate that is significantly higher than the overall growth in APS reports. Financial abuse remains the most common type of abuse by others.	SSA will continue to respond to training requests from financial institutions regarding their responsibility to report suspected financial abuse.	SSA anticipates the number of reports from financial institutions will continue to rise at a rate higher than the overall program growth.	Adult Protective Services staff will continue to collaborate effectively with employees of financial institutions to facilitate their compliance with regulations.

How is SSA doing? SSA Adult Protective Services responds to reports of elder and/or dependent adult abuse and exploitation, much of which is financially motivated. Effective January 1, 2007, SB 1018 required that all employees of financial institutions become mandated reporters of financial elder and/or dependent adult abuse. SSA is required to provide outreach and work collaboratively with all financial institutions in Orange County. The continued and rapid growth in the number of reports SSA receives from financial institutions is a reflection of the success of this outreach.

ORANGE COUNTY SOCIAL SERVICES AGENCY
ADULT PROTECTIVE SERVICES FINANCIAL ABUSE
TOTAL REPORTS RECEIVED FROM FINANCIAL INSTITUTIONS



CHILD WELFARE SERVICES

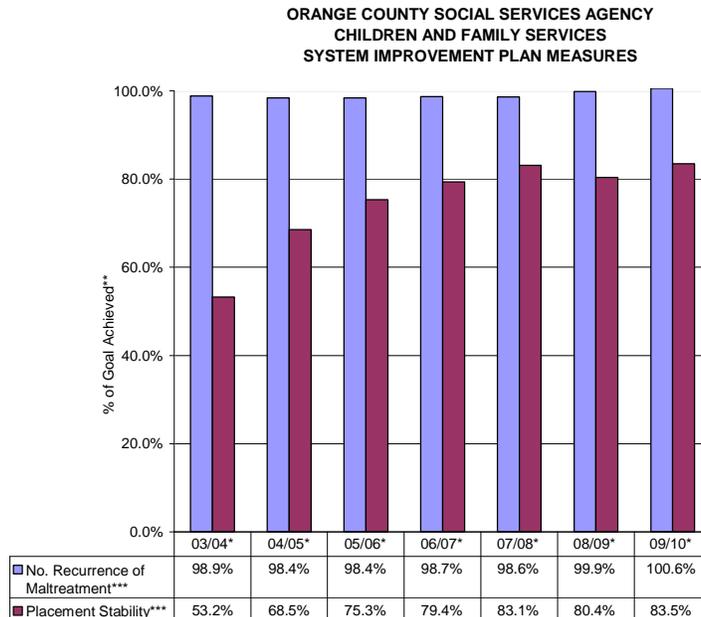
Performance Measure: Percentage of Child Welfare Services performance measures that exceed the Federal and State outcome targets, with emphasis on safety, permanency, stability, and well-being.

What: Percentage of Child Welfare Services performance measures that exceed the Federal and State outcome targets. Particular focus has been placed on increasing the percentage of children with No Recurrence of Maltreatment and the percentage of children who have had two or fewer placements in foster care.

Why: Placements provide children with permanency and stability in family environments free from abuse and neglect.

FY 2009/10 Results	FY 2010/11 Plan	FY 2010/11 Anticipated Results	FY 2011/12 Plan
SSA's performance exceeded the Federal target rate for child safety (at 100.6% of the standard) through its efforts to increase the number of children who do not experience a recurrence of abuse or neglect. Additionally, SSA shows consistent improvement in its ability to maintain children who require out-of-home care in stable placements, and is within 83.5% of the Federal Performance Measure target.	SSA has completed the first year of a three-year System Improvement Plan (SIP) designed to improve and guide practice and focus efforts on meeting and exceeding State performance standards and outcome measures.	SSA expects continued improvement in Child Welfare Services outcomes. Current forecasts indicate SSA will continue to meet or exceed the State goals for No Recurrence of Maltreatment, Placement Stability, and Permanency outcomes for children.	SSA's Children and Family Services (CFS) Division will continue implementation of the Family-to-Family initiative, with a strong focus on family and community collaboration. In addition, SSA will continue to implement the strategies contained in the new SIP.

How is SSA doing? SSA will continue to achieve safety and permanency outcomes for dependent children through its continued focus on strategies outlined in the SIP and collaboration with partner agencies and community organizations.



* Data based on a 12-month study period that reflects April-March.

** The percentage of goal achieved relative to the Federal standard defined for each measure.

*** Recurrence is tracked for 6 months. Placement stability is a weighted composite of 3 indicators tracking the percentage of children with 2 or fewer placements within 12 months, within 24 months, and within 24 or more months.



Goal #2: To provide services for helping vulnerable adults and children receive needed healthcare, food, shelter and clothing.

- Number of adults and children with Medi-Cal coverage.

MEDI-CAL COVERAGE

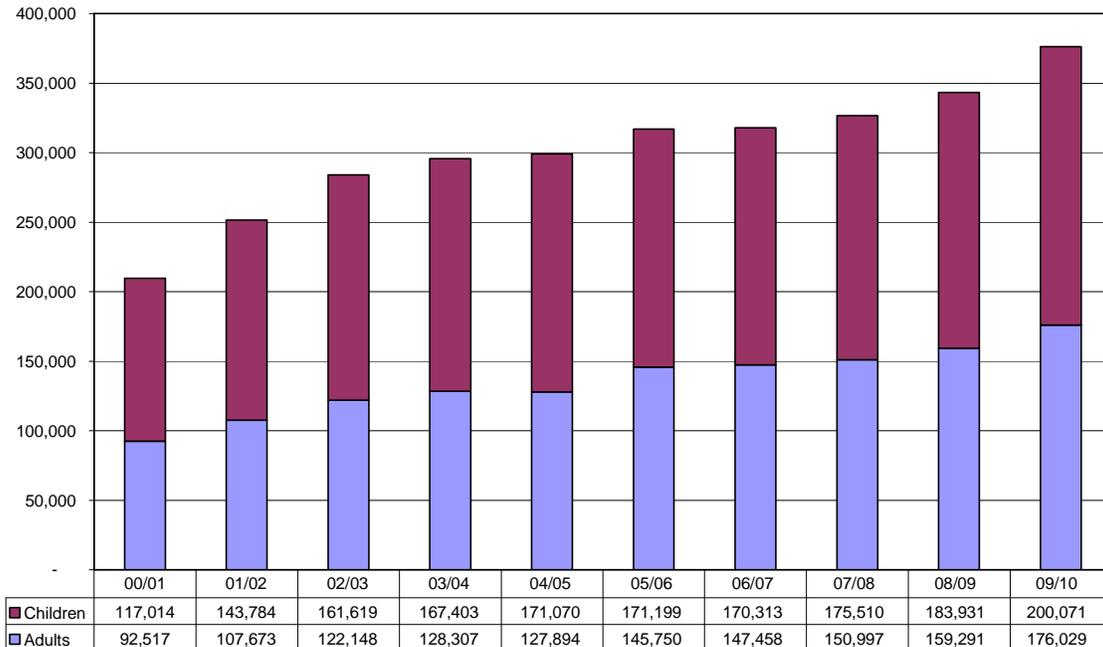
Performance Measure: Number of children and adults with Medi-Cal coverage.

What: Number of children and adults with Medi-Cal coverage.

Why: Monitoring the number of persons served by the Medi-Cal Program provides an important indicator regarding the medical requirements of families in need.

FY 2009/10 Results	FY 2010/11 Plan	FY 2010/11 Anticipated Results	FY 2011/12 Plan
The monthly average number of persons with Medi-Cal coverage was 376,100. Medi-Cal enrollment numbers increased 10% (32,878 persons) when compared with the average monthly caseload from the prior fiscal year.	SSA will continue activities designed to support Medi-Cal participation, such as maintaining existing collaborations and exploring innovative practices and partnerships to leverage resources.	Given the current economic climate, SSA will continue to maintain Medi-Cal outreach activities, where possible, to increase Medi-Cal participation rates, as may be needed.	SSA will continue activities to maintain existing collaborations and explore innovative practices and partnerships to leverage resources and sustain program integrity.
How is SSA doing? SSA expanded its outreach efforts in the Family Resources Centers to enroll uninsured children and families. This outreach, coupled with existing collaborative projects and business process enhancements, has ensured timely application processing and has increased the number of children and adults with Medi-Cal coverage.			

**ORANGE COUNTY SOCIAL SERVICES AGENCY
MONTHLY AVERAGE NUMBER OF PERSONS RECEIVING MEDI-CAL**



Goal #3: To contribute to the reduction of individuals living below the poverty line by providing assistance and supportive services that promote employment opportunities and family self-sufficiency.

- Percentage of CalWORKs participants fully engaged in employment, education, and/or service activities.

CalWORKs

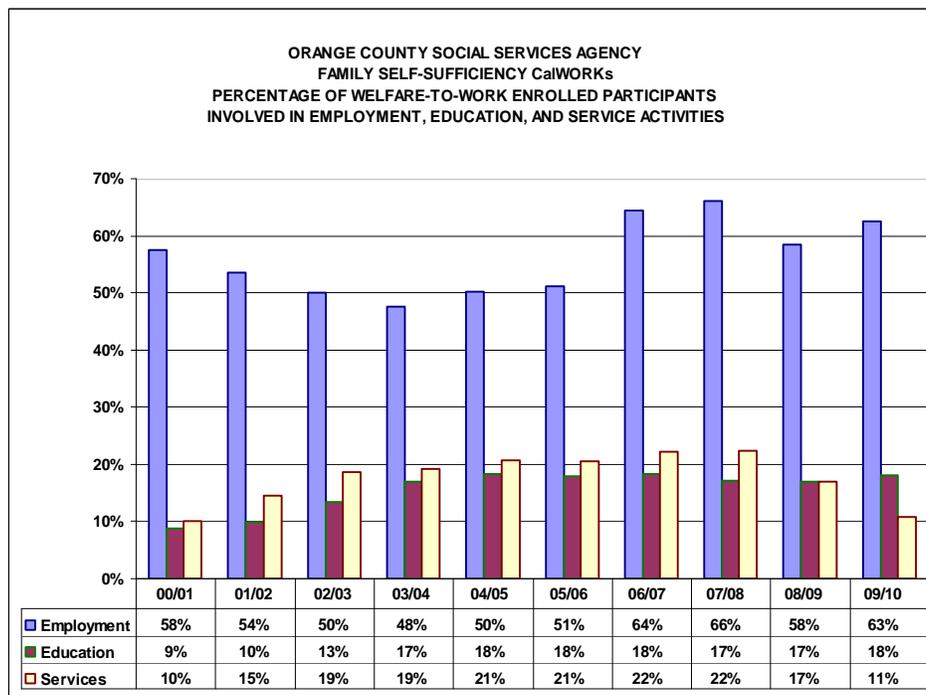
Performance Measure: Percentage of CalWORKs participants engaged in employment, education, and/or service activities.

What: The movement of participants toward employment and economic self-sufficiency.

Why: Welfare reform laws stress client self-sufficiency and personal responsibility through employment. Rates of enrollment in employment, education, and services are critical performance measures contributing to compliance with Federal and State program mandates for Work Participation.

FY 2009/10 Results	FY 2010/11 Plan	FY 2010/11 Anticipated Results	FY 2011/12 Plan
The average monthly percentage of Welfare-To-Work (WTW) participants enrolled in employment activities was 63%; in educational activities, 18%; and, in services, 11%. Participants may enroll in more than one activity at a time.	SSA's approach to addressing improved participation and outcomes for Federal and State mandates include three primary areas of focus: 1) client engagement and case management improvement; 2) data collection to maximize performance outcomes; and, 3) quality assurance, including staff accountability measures.	The FY 2009/10 State Budget language acknowledged that funding reductions would have negative programmatic impacts beyond the control of counties in fiscal years 09/10 and 10/11. State cost-containment measures, increased applications, and reduced employment opportunities for clients create a challenging environment for achieving Welfare-To-Work participation improvement.	SSA will continuously monitor the effectiveness of new and expanded strategies. An expanded system of electronic data collection and reporting will be developed to create tools to assist front-line staff in managing their caseloads, and administrative staff in monitoring outcomes, trends, and program development.

How is SSA doing? Building on enrollment in WTW activities, SSA achieved a Federal Work Participation Rate (WPR) of 19.2% in Federal FY 2010. The Federal WPR requirement is 50% minus performance credits, which resulted in the most recently published California target of 29%.



Note: WTW participants may be enrolled in more than one employment, education, or service activity per month.



Goal #4: To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

- Number of Orange County residents receiving mandated services from the Social Services Agency.

ADMINISTRATIVE SERVICES

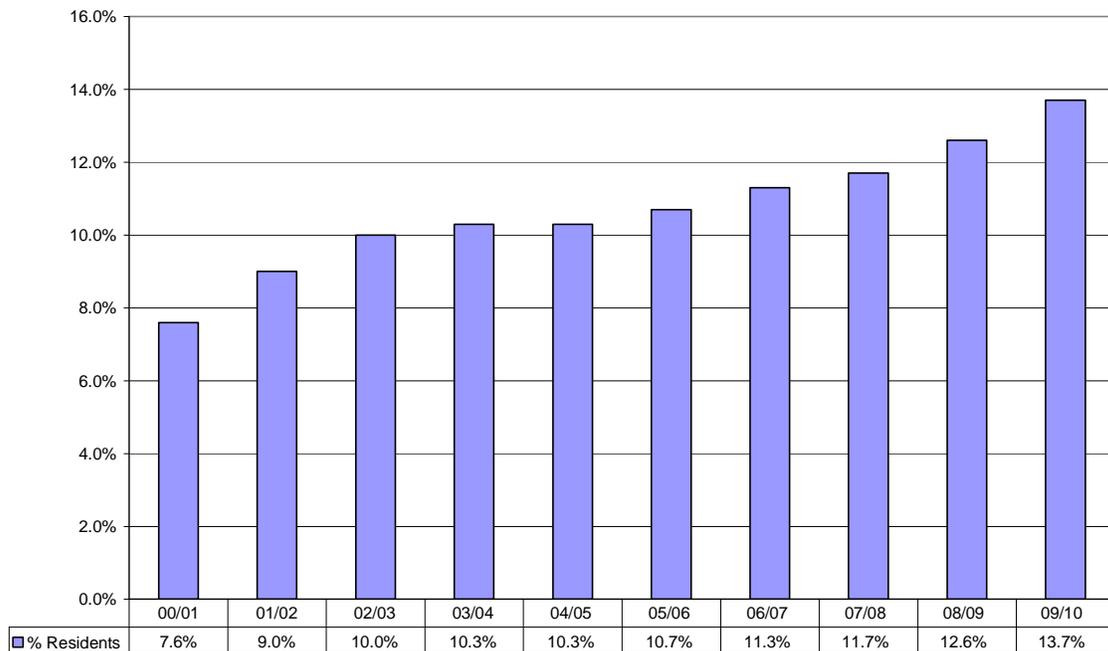
Performance Measure: Number and types of services provided to Orange County residents.

What: The percentage of clients who received services and/or assistance in all programs.

Why: To monitor the results of all mandated human services.

FY 2009/10 Results	FY 2010/11 Plan	FY 2010/11 Anticipated Results	FY 2011/12 Plan
SSA served 1 out of every 7 residents in Orange County during FY 2009/10, an increase of 9.1% in the percentage of Orange County residents served. In FY 2008/09, 12.6% of Orange County residents received services from SSA, compared with 13.7% in 2009/10.	SSA will continue to ensure that resources and training are available to all SSA employees and contracted service providers to maintain understanding and sensitivity when serving County residents of diverse cultural backgrounds.	Through these combined efforts, SSA anticipates that our ability to serve all eligible Orange County residents will continue.	SSA will continue with activities designed to: increase participation for all programs; explore innovative practices and partnerships to leverage resources; and, ensure Orange County residents receive culturally competent services.
<p>How is SSA doing? During the month of June 2010, SSA provided services and/or assistance to 441,134 persons, including: 218,995 children, ages 0-to-18 years of age; 162,123 adults, ages 18-to-64 years; and 60,016 seniors, ages 65 years and older.</p> <p>Based on a County population of 3,208,981, SSA staff touched the lives of 1 out of every 7 Orange County residents overall, including: 1 out of every 4 children; 1 out of every 13 adults; and, 1 out of every 6 seniors.</p> <p>Medi-Cal, Food Stamps, and CalWORKs assistance accounted for the largest volume of services provided to children, adults, and seniors. A smaller percentage of children received Child Welfare Services.</p>			

**ORANGE COUNTY SOCIAL SERVICES AGENCY
PERCENTAGE OF COUNTY RESIDENTS SERVED**



PEOPLE WE SERVE FACT SHEETS



Profile of Children Served By SSA

Orange County has a population of 799,845 children under the age of 18 years. The population increased .4% from FY 2004/05 to FY 2009/10; a decrease of 0.1% is projected for FY 2010/11. During the month of June 2010, SSA provided services and/or assistance to 218,995 children, thereby touching the lives of 1 out of every 4 children in Orange County*.

PROGRAM		CHARACTERISTICS	MONTHLY AVERAGE**	% of COUNTY POPULATION	PERSONS PER POPULATION	
1	Medi-Cal	Children who meet program eligibility criteria for medical services, including those receiving other public assistance services.	200,071	25.014%	1 in every	4 children
2	Food Stamps	Low-income children who meet legal residency requirements, and income and property limits, including CalWORKS recipients.	98,259	12.285%	1 in every	8 children
3	CalWORKS	Children who meet program eligibility criteria, including legal residency, and income and property limits, and Welfare-To-Work requirements.	42,793	5.350%	1 in every	19 children
4	Child Abuse Registry	24-hour hotline for reports of suspected child abuse and/or neglect.	3,165	0.396%	1 in every	253 children
5	Dependent Children in Foster Care/Relative Care	Children receiving services designed to reunite families, and children who cannot safely return home.	2,336	0.292%	1 in every	342 children
6	Dependent Children in Their Own Homes	Children receiving Child Welfare Services while in their homes.	1,005	0.126%	1 in every	796 children
7	In-Home Supportive Services (IHSS)	Children who are low-income, frail, disabled, and/or blind, and who require assistance performing the Activities of Daily Living (ADL).	1,424	0.178%	1 in every	562 children
8	Orangewood Children and Family Center (OCFC)	Average daily population of dependent children who are temporarily housed at the County emergency shelter.	68	0.009%	1 in every	11,762 children
9	Adoptions	Children placed with adoptive parents.	30	0.004%	1 in every	26,661 children

*June 2010 was used for unduplicated counts of distinct persons.

**Program counts were monthly averages for FY 2009/10. Program counts will not sum to equal unduplicated person counts, as persons could be and were served in more than one program.



Profile of Adults Served By SSA

Orange County has a population of 2,057,449 adults between the ages of 18 and 64 years. The population grew by 6.0% from FY 2004/05 to FY 2009/10; continued growth of 1.2% is projected for FY 2010/11. During the month of June 2010, SSA provided services and/or assistance to 162,123 adults, thereby touching the lives of 1 out of every 13 adults in Orange County*.

	PROGRAM	CHARACTERISTICS	MONTHLY AVERAGE**	% of COUNTY POPULATION	PERSONS PER POPULATION	
1	Medi-Cal	Adults who meet program eligibility criteria for medical services, including those receiving other public assistance services.	128,868	6.263%	1 in every	16 adults
2	Food Stamps	Low-income adults who meet legal residency requirements and income and property limits, including CalWORKs recipients.	49,646	2.413%	1 in every	41 adults
3	CalWORKs	Adults who meet program eligibility criteria, including legal residency, income and property limits, and Welfare-To-Work requirements.	9,729	0.473%	1 in every	211 adults
4	In-Home Supportive Services (IHSS)	Adults who are low-income, frail, disabled and/or blind, and who require assistance performing the Activities of Daily Living.	4,719	0.229%	1 in every	436 adults
5	General Relief	Indigent adults who meet legal residency requirements and income and property limits.	533	0.026%	1 in every	3,859 adults
6	Adult Protective Services	Number of reports of suspected abuse and/or neglect received for dependent adults.	177	0.009%	1 in every	11,624 adults
7	Refugee Cash Assistance	Clients with an Immigration and Naturalization Service (INS) classification of Refugee, Asylee, or Trafficking Victim Status, and who meet program eligibility criteria.	128	0.006%	1 in every	16,126 adults

*June 2010 was used for unduplicated counts of distinct persons.

**Program counts were monthly averages for FY 2009/10. Program counts will not sum to equal unduplicated person counts, as persons could be and were served in more than one program.



Profile of Seniors Served By SSA

Orange County has a population of 351,688 seniors, ages 65 years and older. The population grew by 13% from FY 2004/05 to FY 2009/10; continued growth of 2.9% is projected for FY 2010/11. During the month of June 2010, SSA provided services and/or assistance to 60,016 seniors, thereby touching the lives of 1 out of every 6 seniors in Orange County*.

PROGRAM	CHARACTERISTICS	MONTHLY AVERAGE**	% of COUNTY POPULATION	PERSONS PER POPULATION	
1 Medi-Cal	Seniors who meet program eligibility criteria for medical services, including those receiving other public assistance services.	47,161	13.410%	1 in every	7 seniors
2 In-Home Supportive Services (IHSS)	Elderly individuals who are low-income, frail, disabled, and/or blind, and who require assistance performing the Activities of Daily Living.	11,452	3.256%	1 in every	31 seniors
3 Food Stamps	Low-income seniors who meet legal residency requirements, and income and property limits, including CalWORKs recipients.	2,235	0.636%	1 in every	157 seniors
4 Adult Protective Services	Number of reports of suspected abuse and/or neglect of seniors received.	433	0.123%	1 in every	812 seniors
5 Cash Assistance Program for Immigrants (CAPI)	Number of applications received from legal non-citizens who are aged, blind, and/or disabled, and who are not eligible for Federal Supplemental Social Security Income/State Supplemental Payment (SSI/SSP) due solely to their immigration status.	47	0.013%	1 in every	7,483 seniors
6 CalWORKs	Seniors who meet program eligibility criteria, including legal residency, income and property limits, and Welfare-To-Work requirements.	6	0.002%	1 in every	54,808 seniors
7 General Relief	Indigent seniors who meet legal residency requirements and income and property limits.	11	0.003%	1 in every	32,715 seniors
8 Refugee Cash Assistance	Clients with an Immigration and Naturalization Service (INS) classification of Refugee, Asylee, or Trafficking Victim Status, and who meet program eligibility criteria.	15	0.004%	1 in every	23,316 seniors

*June 2010 was used for unduplicated counts of distinct persons.

**Program counts were monthly averages for FY 2009/10. Program counts will not sum to equal unduplicated person counts, as persons could be and were served in more than one program.

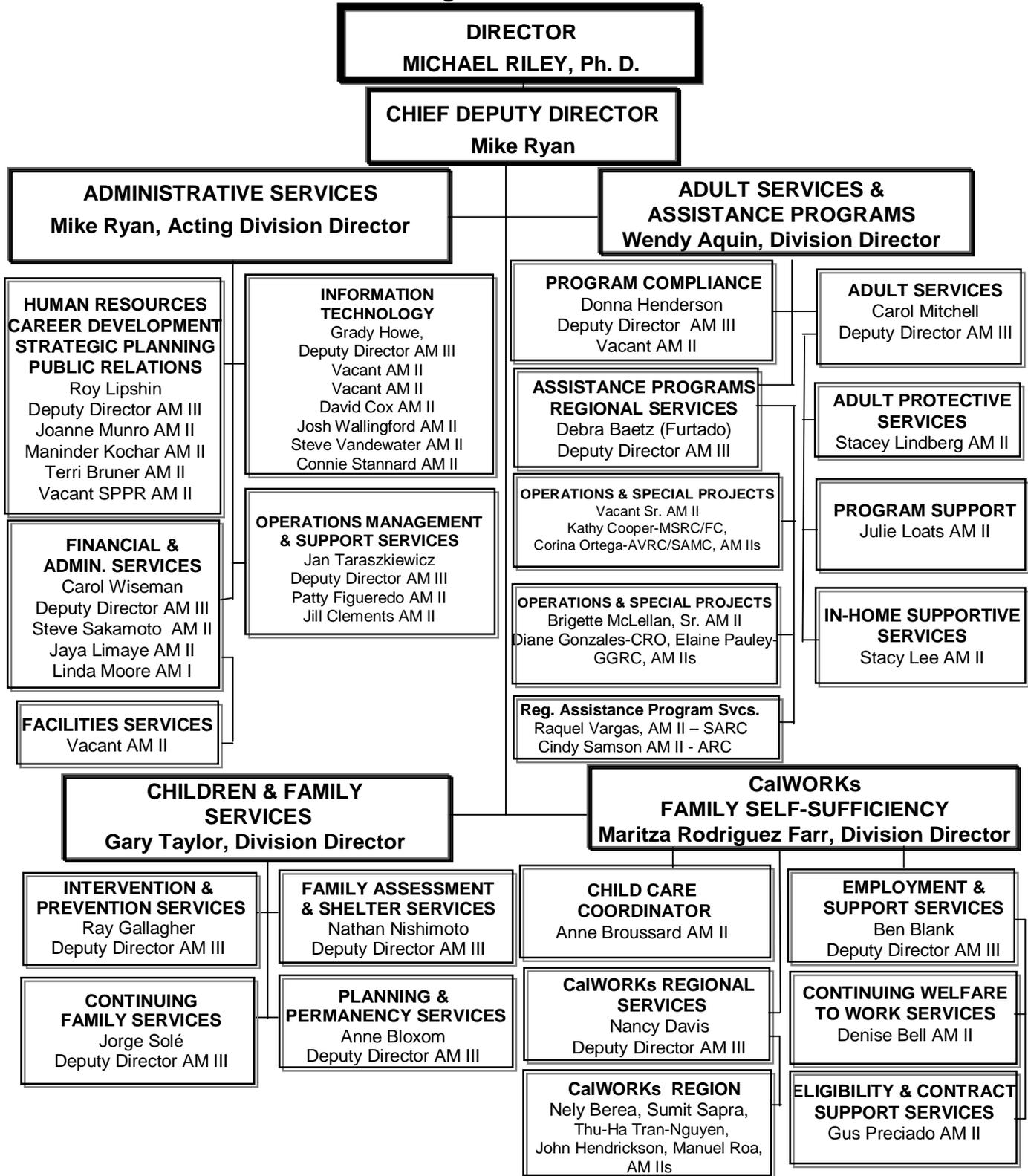


COUNTY OF ORANGE SOCIAL SERVICES AGENCY UPDATED ORGANIZATIONAL CHART

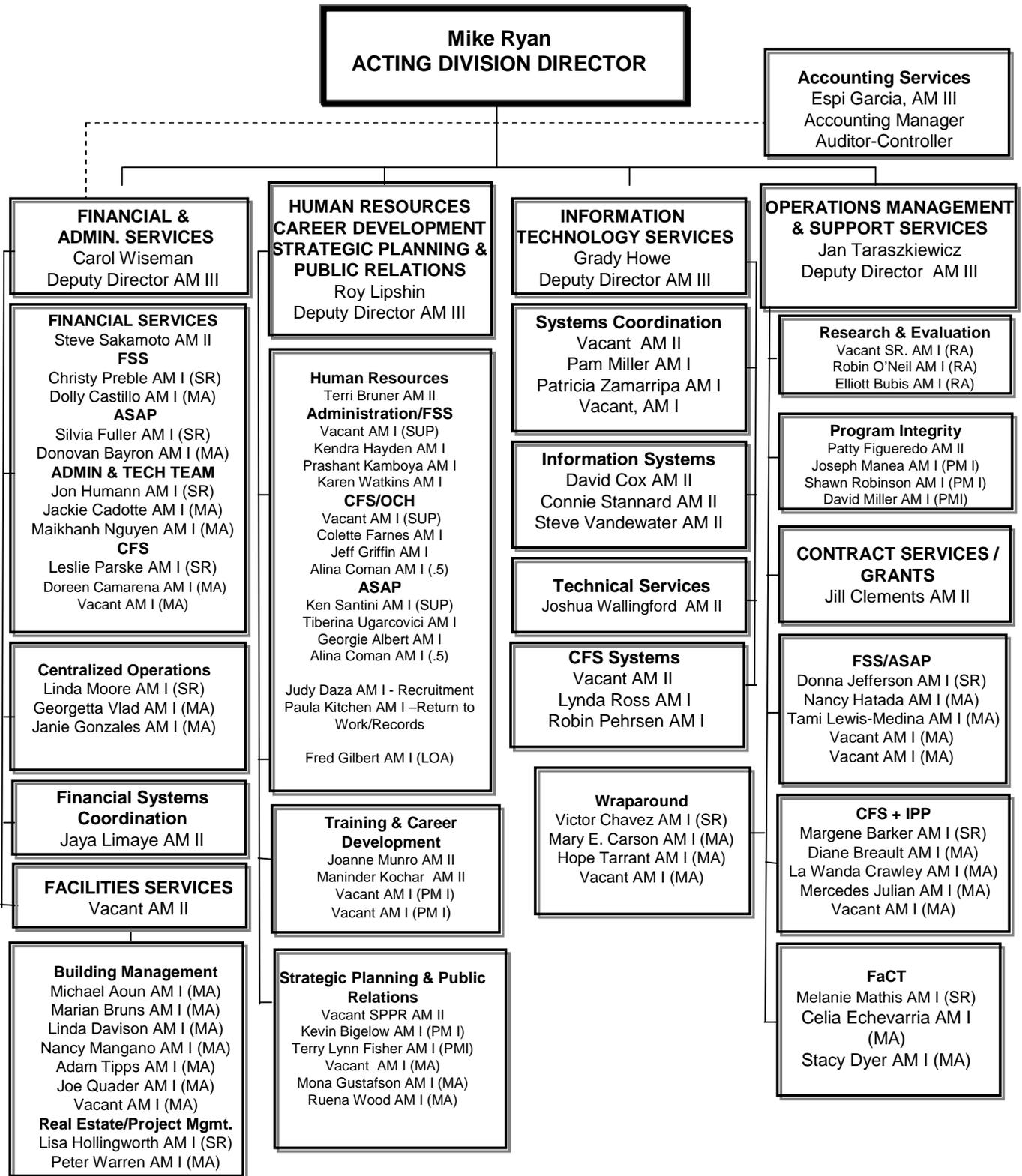


**COUNTY OF ORANGE SOCIAL SERVICES AGENCY
Organizational Chart**

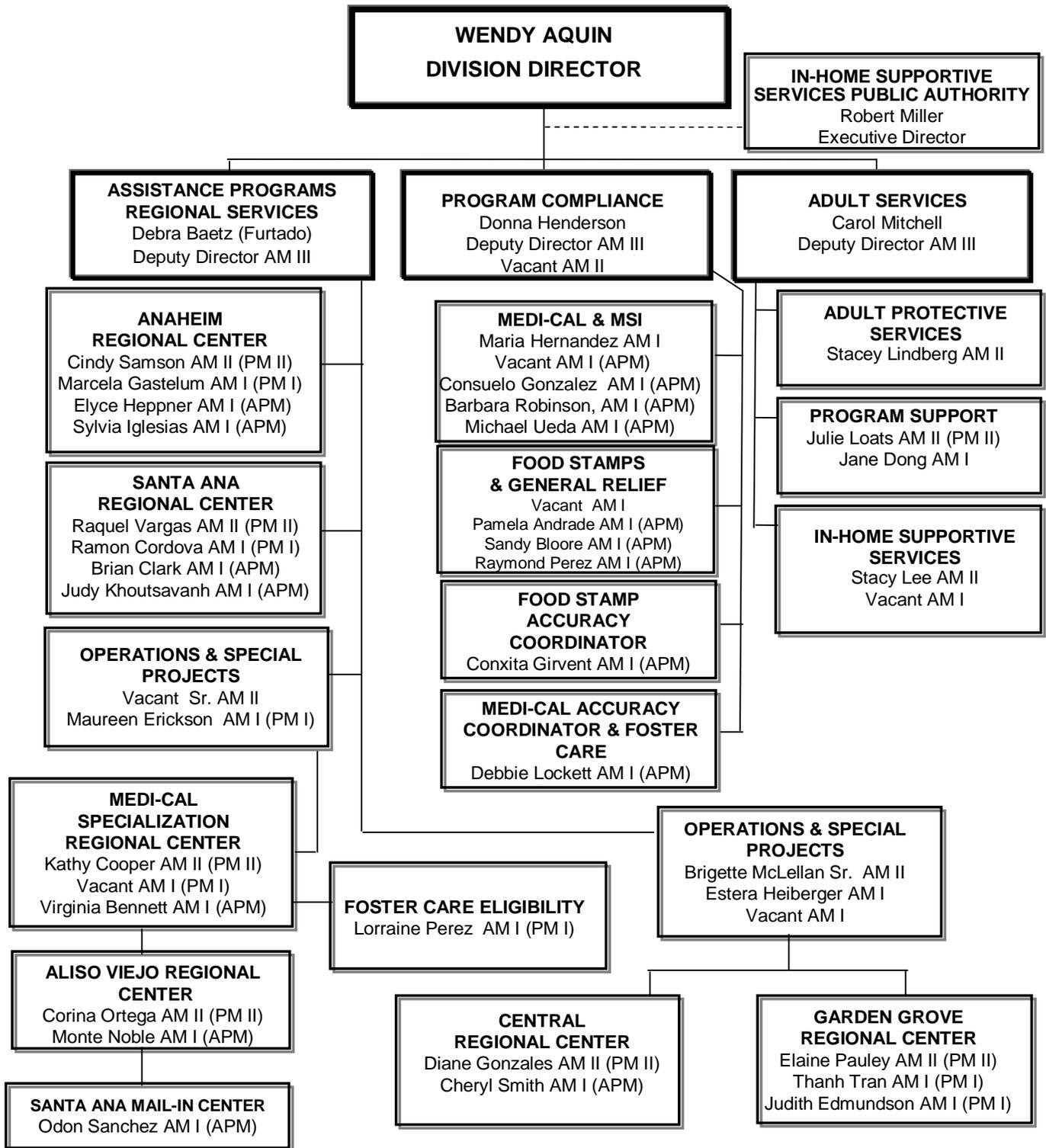
As of 12/09/10



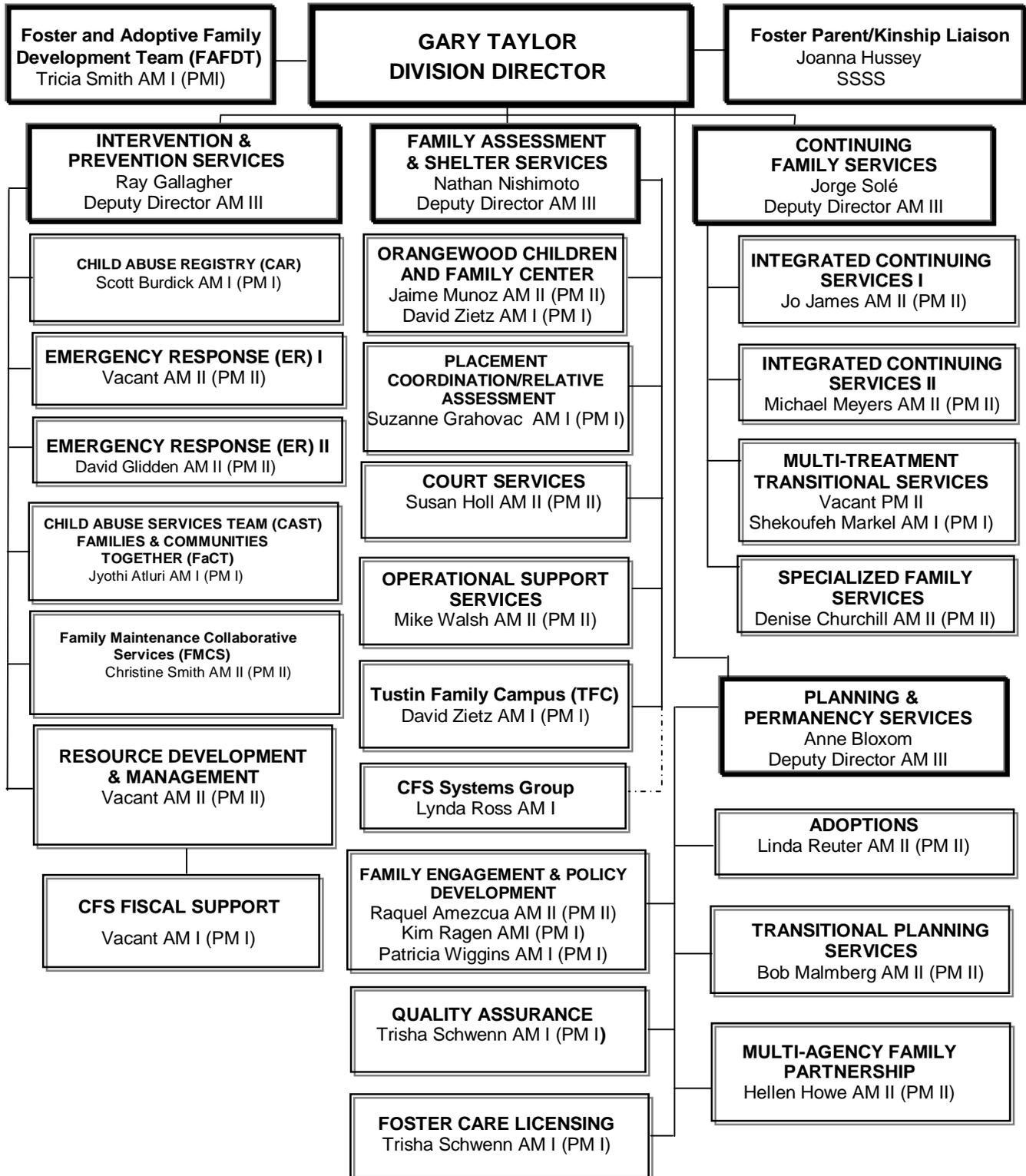
SSA ADMINISTRATIVE SERVICES DIVISION



SSA ADULT SERVICES & ASSISTANCE PROGRAMS DIVISION



SSA CHILDREN AND FAMILY SERVICES DIVISION



SSA CalWORKs FAMILY SELF-SUFFICIENCY DIVISION

