

RESOURCE FAMILY APPROVAL (RFA)  
CITY/COUNTY OF SAN FRANCISCO  
HUMAN SERVICES AGENCY – FAMILY & CHILDRENS SERVICES



10/1/14

IMPLEMENTATION DATE AUGUST 1, 2014

# comprehensive implementation report

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## PROGRAM STATEMENT AND VISION

The City/County of San Francisco Human Services Agency, Family & Children’s Services Division (SF-FCS), is committed to implementing a single standard approval process for potential relatives, non-related extended family members, and other non-related care providers. SF-FCS will combine family-centered and strength-based principles, aligned with trauma informed practices that enhance care provider assessments that strengthen permanency outcomes and reduce risk factors. SF-FCS values all care providers and is committed to preparing, supporting, and training care providers as they begin and transition into lasting and committed relationships with children, youth, and non-minor dependents (NMD) in foster care.

## PROGRAM GOALS, OBJECTIVES, AND OUTCOMES

### ORGANIZATIONAL CHANGE AND PLANNING

<b>GOAL:</b>	Successfully Implement RFA process by August 1, 2014
<b>OBJECTIVES</b>	
1.	Collectively recognize implementation as a process and coordinate with a change of practice that is holistic and sustainable.
2.	Ensure all internal and external participates in change know his or her role in success.
3.	Engage with staff and care providers throughout the process to identify and resolve potential barriers and create alignment.
4.	Create on-going methods of program evaluations.
5.	Create methods and techniques to track goals.
<b>PROPOSED OUTCOMES</b>	
<ul style="list-style-type: none"> <li>• All children, youth, and NMD placed by SF-FCS will be in safe family-centered homes</li> <li>• Placements will be provided the tools to remain resilient and prepared for permanency</li> <li>• SF-HSA staff and care providers will understand and thrive in their aligned roles</li> <li>• Data will validate success</li> </ul>	

## TRAINING

<b>GOAL:</b>	Successfully develop and provide RFA training
<b>OBJECTIVES</b>	
1.	Prepare staff and stakeholders for the implementation of RFA
2.	Redesign and implement training for RFA providers, including relative and non-related extended family members.
3.	Create training that is comprehensive and accessible
4.	Create training that prepares care providers to take an active role in case plans leading to permanency outcomes that includes reunification, legal guardianship, Kin-Gap and adoption.
<b>PROPOSED OUTCOMES</b>	
<ul style="list-style-type: none"> <li>• Staff will provide RFA training with confidence and conviction</li> <li>• Feedback from RFA training for care providers will be positive</li> <li>• RFA training will provide potential care providers with the skills and information necessary to provide safe and permanent homes for children, youth, and NMD in foster care</li> <li>• Training will be available in multiple languages and include LGBTQ diversity awareness</li> </ul>	

## MAINTENANCE

<b>GOAL:</b>	RFA designed practices and policies will remain sustainable and successful in increasing the capacity of protective and available homes
<b>OBJECTIVES</b>	
1.	RFA resources will remain available to monitor success and alleviate barriers
2.	RFA homes will have the resources necessary to remain successful
<b>PROPOSED OUTCOMES</b>	
<ul style="list-style-type: none"> <li>• RFA tracking and quality control will demonstrate increased capacity and continuous compliance</li> <li>• SF-FCS will continue to develop and modify resources to retain interest, relevance, and enhance skills and abilities of RFA providers.</li> </ul>	

## PROGRAM ORGANIZATIONAL STRUCTURE

The City/County of San Francisco Family and Children’s Services has a tremendous resource of highly trained, educated, and motivated staff that are excited and engaged in the process of RFA implementation. Currently bachelor level social workers evaluate, approve, monitor, and conduct yearly reassessment/approvals of relative, non-relative extended family member, and licensed homes. In addition, master’s level social workers engage licensed homes in conducting investigations. Social workers report to Social Worker Supervisors and are under the direction of a Program Director. Program Support Analyst and Program Managers provide additional support in the review, development, and integration of new policies, procedures and regulations. Juvenile Probation is responsible for completing relative/non-related extended family member evaluations and placements for their agency’s placements. Juvenile Probation will remain a vital part of RFA and take an active role on the RFA steering committee.

## PROGRAM STAFF ROLES AND RESPONSIBILITIES

Project Director					
Name:	Sylvia Deporto	Title:	SF-FCS Deputy Director	Role:	RFA Advisor/Decision-maker
Responsibilities:	Remove barriers; approve policies & procedures; Monitor RFA implementation				
Reporting Relationships: (Reporting Staff)	Program Directors				

Project Director					
Name:	Sophia Isom	Title:	FCS Program Director	Role:	RFA Steering Committee Lead
Responsibilities:	Lead Steering Committee; Report to Deputy Director; Ensure implementation goals met				
Reporting Relationships: (Reporting Staff)	Supervisors, Project Manager and FCS Project Leadership				

Project Manager					
Name:	Casey Blake	Title:	FCS Program Manager	Role:	RFA Project Management
Responsibilities:	Support Program Director & full implementation; address & remove barriers; reports/forms				
Reporting Relationships: (Reporting Staff)	Foster Care eligibility staff – Consultant to RFA project team				

Project Lead					
Name:	Arlene Hylton	Title:	FCS Social Worker	Role:	RFA Project Lead
Responsibilities:	Facilitates meetings, organizes for collaboration, trains, Stakeholders lead				
Reporting Relationships: (Reports to)	Reports to: Program Director				

Project Leadership					
Name:	Trish Rudden	Title:	Protective Services Sup	Role:	RFA Project Lead
Responsibilities:	Provides leadership/training/direction to staff, Permanency Assessment Partner Lead				
Reporting Relationships:	Reports to: Program Director; Reporting staff: RFA SW's/unit				

Project Leadership					
Name:	Misty Hubbard	Title:	Supervisor (acting)	Role:	RFA Project Lead
Responsibilities:	Provides leadership/training/direction to staff, Investigations Lead				
Reporting Relationships:	Reports to: Program Director; Reporting Staff: RFA SW's/unit				

Project Leadership					
Name:	Danica Jenkins	Title:	FCS SW Supervisor	Role:	RFA Project Lead
Responsibilities:	Provides leadership/training/direction to staff, Reassessments Lead				
Reporting Relationships:	Reports to: Program Director; Reporting Staff: RFA SW's/unit				

Project Leadership					
Name:	Kimiko Burton	Title:	Deputy City Attorney	Role:	RFA Project Lead
Responsibilities:	Provides legal consult, participation on steering committee				
Reporting Relationships:	Reports to: City Attorney; Reporting staff: FCS Attorney's				

Project Leadership					
Name:	Lisa Smith	Title:	Juvenile Probation Sup	Role:	RFA Project Lead
Responsibilities:	Provides leadership/training/direction to staff, Probation Officers Lead				
Reporting Relationships:	Reports to: Juvenile Probation Mgmt; Reporting staff: Probation Officers				

Project Leadership					
Name:	Cathy Cousart	Title:	Protective Services Sup	Role:	RFA Project Lead
Responsibilities:	Provides leadership/training/direction to Placement staff, Steering Committee participant				
Reporting Relationships:	Reports to: FCS Program Director; Reporting staff: Social Workers				

Project Leadership					
Name:	Thomas McGeorge	Title:	Protective Services Sup	Role:	RFA Project Lead
Responsibilities:	Provides leadership/training/direction to IT and implementation staff, IT lead				
Reporting Relationships:	Reports to: FCS Program Director; Reporting staff: Social Workers				

Project Leadership					
Name:	Kimberlee Pitters	Title:	Nurse Manager	Role:	RFA Project Lead
Responsibilities:	Provides leadership/training/direction to nursing staff, Steering Committee participant				
Reporting Relationships:	Reports to: Public Health Mgmt; Reporting staff: Nurses and clerical				

Project Leadership					
Name:	Todd Wright	Title:	Ombudsman	Role:	RFA Project Lead
Responsibilities:	Due process lead, complaint resolutions, Steering Committee participant				
Reporting Relationships:	Reports to: FCS Deputy Director				

## NON-COUNTY STAFF/AGENCY PROGRAM INVOLVEMENT

Project Leadership					
Name:	<b>Renee Luque</b>	Title:	Bay Area Academy	Role:	RFA Project Lead
Responsibilities:	Provides leadership with develop of training, Steering Committee participation				
Name:	<b>Maya Webb</b>	Title:	SF-USD FYS Manager	Role:	RFA Project Lead
Responsibilities:	Unified School District Foster Youth Services leadership, Steering Committee participation				
Name:	<b>Jill Jacobs</b>	Title:	Family Builders	Role:	RFA Project Lead
Responsibilities:	Permanency Assessment partners leadership, Steering Committee participant				
Name:	<b>Bernadine Luckey</b>	Title:	City College of SF	Role:	RFA Project Lead
Responsibilities:	City College of San Francisco lead, Steering Committee participation				
Name:	<b>Amy Kirsztajn</b>	Title:	Seneca	Role:	RFA Project Lead
Responsibilities:	Steering Committee participant				
Name:	<b>Antoine Ghanem</b>	Title:	Seneca	Role:	RFA Project Lead
Responsibilities:	Steering Committee participant				

## PLAN FOR MAINTAINING PROGRAM STAFF QUALIFICATIONS, SKILLS, AND PROGRAM EXPERTISE

Requirement	How will you accomplish this requirement?
Ensure and Maintain Minimal Staff Qualifications	<p>RFA Social Workers.</p> <p>Requires completion of a four year college or university, with a baccalaureate degree, with major course work in social service. Requires one year of experience as a social worker in a recognized social service agency. One year of graduate study in an accredited graduate school of social work or six months of experience as a Social Worker Trainee may be substituted for one year of experience.</p>

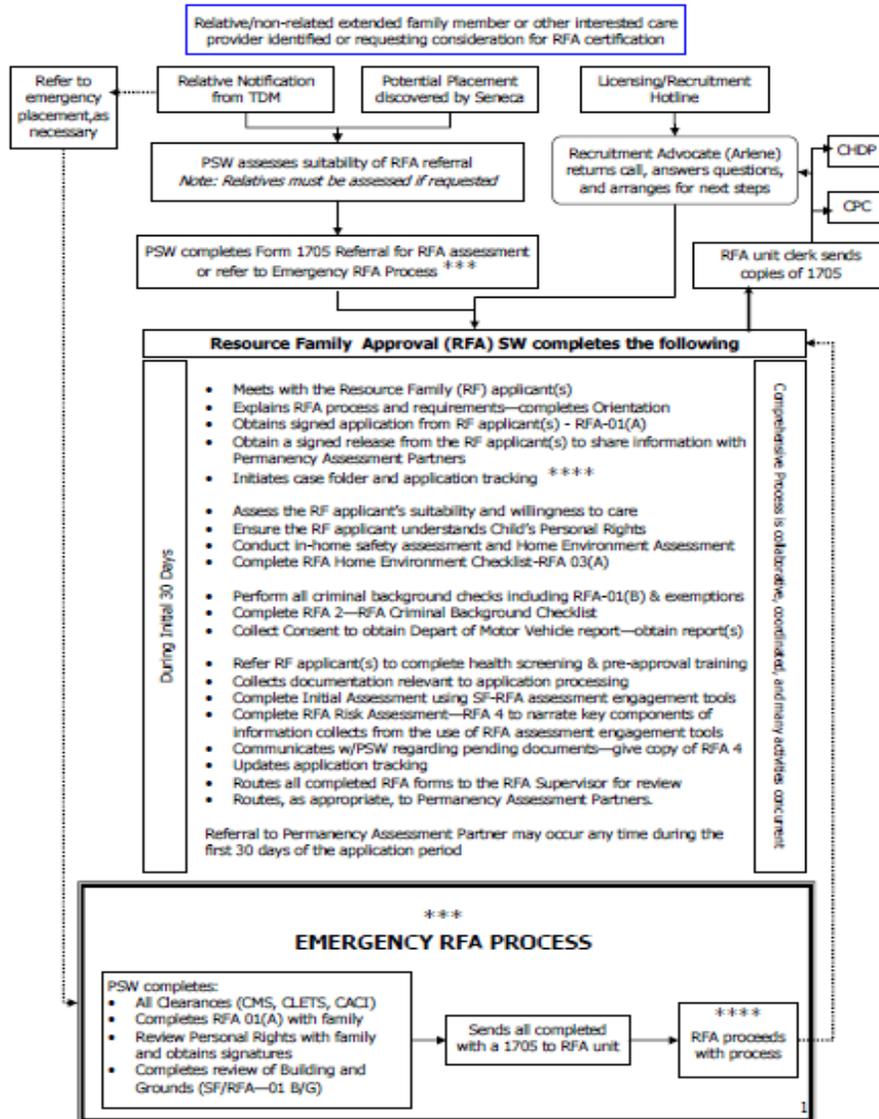
<p>Develop and Maintain Staff Levels</p>	<p>RFA agency leads have consulted with other RFA early implementation counties, CDSS, and Bay Area Academy to develop training necessary to prepare staff for RFA roles and responsibilities. Written policies and procedures are in development.</p>
<p>Develop and Maintain Program Expertise</p>	<p>Training needs will be continually monitored through the RFA Steering Committee. As needs arise, FCS will work collaboratively with partners to best address those needs. The agency will work on strategies for cross-training staff and creating an in-house training program for new RFA staff transferring or hired for future vacancies.</p>

RESOURCE FAMILY APPROVAL PROCESS

# RESOURCE FAMILY APPROVALS

City/County of San Francisco—Family and Children’s Services

## NON-EMERGENCY RFA PROCESS



REFER TO ATTACHMENT A – (Legal sized)

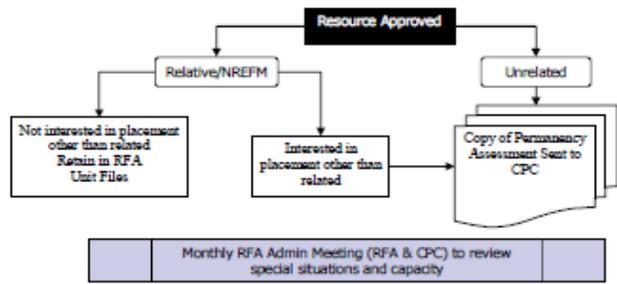
**NON-EMERGENCY RFA PROCESS**

<b>Permanency Assessment Partners complete the following:</b>	
Between 60 and 90 days	<ul style="list-style-type: none"> <li>Assist RF applicant in completing paperwork and process</li> <li>Update RFA SW on regular basis the status of application</li> <li>Complete Comprehensive Permanency Assessment which includes:                             <ul style="list-style-type: none"> <li>Background checks (certification from County partner)</li> <li>Home environment assessment (in conjunction with County partner)</li> <li>Permanency assessment (completed by Permanency Assessment Partner)                                     <ul style="list-style-type: none"> <li>Minimum of 3 face-to-face interviews with applicant</li> <li>Minimum of 1 face-to-face interview with all persons in home</li> <li>Additional interviews as deemed necessary by the County</li> </ul> </li> </ul> </li> <li>Includes at minimum: childhood upbringing/experiences, Adult experiences, personal characteristics, risk assessment, marital status &amp; significant relationships, children in and out of home, health history, parenting approaches, social supports, employment/finances, motivation, child/NMD matching, discussion of criminal history</li> <li>Assess and prepare recommendation to county for home capacity</li> <li>Review of training completed and assessment of understanding</li> </ul> <p>Applicants assessed on the basis of his/her ability to:</p> <ol style="list-style-type: none"> <li>Honor the child's or NMD natural connections</li> <li>Parent a child or NMD needing placement in a family setting</li> <li>Provide a safe, nurturing, and stable home—emphasizing an applicants ability to ensure a Child's Rights are fully and consistently administered</li> <li>Provide permanence to a child or NMD or prepare a child or NMD for permanence, including reunification</li> </ol> <ul style="list-style-type: none"> <li>Collects feedback from RF applicant on process—survey</li> <li>Completion of written assessment—Form ***** and submits to RFA social worker</li> </ul>
By 90 days	<ul style="list-style-type: none"> <li>Receives/review completed Permanency Assessment—Form ***** - records receipt in RFA unit log</li> <li>Complete RFA Initial Approval—RFA 5 or denial of home</li> <li>Submits RFA 5 along with case folder/supporting documentation to RFA Supervisor</li> <li>Updates PSW upon signature of RFA approval or denial by RFA Supervisor</li> <li>Initiates or completes all applicable RFA unit logs or records to track applications</li> <li>Initiates completion of the Official RFA Approval Certificate—Copy sent to FCE and CPC</li> </ul>

Comprehensive Process is collaborative, coordinated, and mainly activities concurrent

**Resource Family Approval (RFA) supervisor completes the following:**

Throughout Process	<ul style="list-style-type: none"> <li>Meets regularly with RFA SW to ensure compliance with RFA processes</li> <li>Periodically meets with Permanency Assessment Partners to ensure alignment, consistency and communication</li> <li>Provides regular updates to Program Director on RFA and advises immediately of any potential barriers that may impede success</li> <li>Reviews all RF Applications prior to Permanency Assessment Partner inclusion and assigns to Permanency Assessment Partner</li> <li>Approves any necessary criminal background check exemptions</li> <li>Maintains RFA tracking and produces reports</li> <li>Oversees due process</li> <li>Reviews and authorizes all RFA approvals or denials</li> </ul>
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REFER TO ATTACHMENT A – (Legal sized)

**PROPOSED RESOURCE FAMILY ASSESSMENT TOOLS**

<b>ASSESSMENT TOOLS</b>	
<b>Tool</b>	<b>Description</b>
Monthly generated RFA Implementation data report	FCS will generate a monthly data report to monitor RFA activities. This report will be reviewed by the RFA Steering Committee monthly and aid in generating discussion and feedback relative to implementation. Strategies can be employed to address areas of concern and the report will remain flexible as its use is monitored and capitalized on within the first year of implementation.
QPI Foster Parent Review Tool and the Substitute Care Provider – Structured Decision-making assessment tool	These two tools are being reviewed and combined into one tool that will foster effective communication with care providers. Targeting potential supportive services, gaps in knowledge/skills, improvements in safety, and the experiences of care providers and their relationship with our agency.
QPI Partnership Plan	This tool is used to provide a framework to discuss collaboration between the care provider and the agency emphasizing respect, responsibility, transparency, and cooperation.
Monthly RFA Steering Committee	The RFA Steering Committee will maintain monthly meetings through implementation for the year following implementation to ensure barriers are removed and program evaluation remains active. After a year, meetings may be reduced based upon the need.
CANS – Child & Adolescent Needs & Strengths Assessment	This tool is utilized upon entry into foster care and administered by our partners in Mental Health Services. This tool enables the agency to work constructively in creating service plans that meet the needs of children and youth in care.

## TRAINING PLAN FOR RESOURCE FAMILIES

Please describe the plan for training Program Staff and Resource Families:

Program staff are being trained in section meetings, smaller focus groups, and in unit meetings. Specific tasks and job functions are being dissected and reconstructed to align with RFA program needs. Additionally, weekly RFA Blasts are being sent out weekly to all staff reminding them about important aspects of the RFA process and preparing them for implementation.

For Resource Families, the pre-service training has been redesigned to better serve the needs of a broader population, including relative and NREFM care providers. It has been fully retooled to include RFA language and references. Training capacity will continue to be monitored. New training options are being reviewed and may be developed including, but not limited to, self-certification, YouTube videos, DVD's, one-on-one training, webinars, and new training site options outside of San Francisco.

### Pre-Service Training:

Module 1: Orientation

Module 2: Child Welfare Overview

Module 3: Understanding Your Role on the Professional Team

Module 4: Developmental Needs of Children in Foster Care

Module 5: Childhood Trauma & Traumatic Stress

Module 6: Positive Parenting

Module 7: Cultural Humility & Introduction to SOGIE (Sexual Orientation, Gender Identity & Expression)

Module 8: CPC (Child Protection Center) Field Trip

Module 9: Professional Team Presentations (Fingerprinting/Live Scanning will be conducted during this module)

Module 10: CPR/First Aid Certification - coordinated through the Community College of San Francisco

Individuals caring for young children and infants under 3 years old will be required to participate in SA/HIV training.

## MONITORING OF RESOURCE FAMILIES

Process	Responsible Staff	Procedures
Periodic Evaluations and Onsite Visits	RFA Unit Social Workers	Annual in home visits will take place to ensure continued compliance. The RFA-04 will be completed to reflect the outcome of the visit.
Corrective Action Plans (Describe how plans will be developed and monitored)	RFA Unit Social Workers	The retention of Resource Families is paramount. However, home standards cannot be diminished and Resource Families must be

		<p>engaged and guided to make any corrections necessary to sustain RFA home standards.</p> <p>RFA home corrective action plans will include detailed descriptions of any decencies with concrete and specific time-limited steps to bring up to code. The RFA unit social worker will aid the family in removing barriers, whenever possible, to completing the actions.</p> <p>RFA social workers will follow licensing standards and if the decency is very severe or unable to be resolved, the county will take necessary actions to rescind the home’s approval as a Resource Family. The family will resolve all required informing and provided the opportunity to appeal.</p>
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## INVESTIGATION OF COMPLAINTS AND HOME DENIALS INVOLVING RESOURCE FAMILIES

Process	Responsible Staff	Procedures
Investigating complaints and serious complaints	RFA unit Social Workers	Immediately upon receipt of a complaint, the RFA unit will log the event and dispatch an RFA unit SW to investigate the allegation. RFA Resource Families will be treated with the utmost dignity during the investigation. RFA SW will conduct a complete investigation gathering as much information as possible and fully documenting their process and results. Notices of the result of the investigation will be sent to the RFA Resource Family and filed in the case folder. The RFA unit complaint log/tracking will be maintained to ensure timely

		completion of the process. The RFA unit supervisor is responsible to monitor the complaint process and ensure timeliness and documentation is maintained consistently.
Complaints regarding provider compliance, agency services and/or process (not related to the denial of an application)	RFA Program Supervisor (Coordinator) RFA Program Director (Oversight)	Substantiated complaint investigations results will be reviewed by the RFA Program Supervisor and Program Director. If an appeal is requested, the RFA Program Supervisor will contact the Resource Family to document their concerns. The RFA Supervisor will take any new information into account and send the RFA Resource Family a letter related to the outcome of the additional layer of investigation. If the RFA Resource Family continues to be displeased with the results, they may also request their case be reviewed by the RFA Program Director. Complaints regarding services or process will be reviewed similarly.

## REQUEST FOR A HEARING

Process	Responsible Staff	Procedures
Negative action taken on an RFA application and client wishes to pursue due process	State Hearing Division 744 P Street, M.S. 9-17-81 Sacramento, CA 95814 FAX: 916-651-5210	Upon initial inquiry regarding RFA, potential providers will be provided information regarding requesting a hearing. If an application is denied, this information will be provided again by the RFA social worker.

## TRIBAL PARTICIPATION

San Francisco County has no local Tribes. In situations where the county is placing a child with Tribal affiliation, we comply with ICWA regulations. The county will continue to comply with ICWA as it has historically done.

## TIMELINE FOR IMPLEMENTATION

2014								
Task/Step	January	February	March	April	May	June	July	August
Complete Comprehensive Implementation Plan				X	X	X	X	
Implementation Workgroup Meetings	X	X	X	X	X	X	X	X
Implementation Steering Committee *			X	X	X	X	X	X
Stakeholder meetings**		X		X		X		
Task Focused work groups				X	X	X	X	
Development of Staff and Provider Training	X	X	X	X	X	X	X	X
Gathering of baseline data					X	X	X	X
Training of Staff				X	X	X	X	X
Implementation								X
Mass Mailing to current providers				X			X	
Information in KIDS newsletter			X	X	X	X	X	X

\*The RFA Steering Committee will continue to meet monthly after implementation until such time that meetings can be reduced to quarterly.

\*\*A Stakeholder meeting is scheduled for September 2014 to review success of implementation and to resolve outstanding barriers and strategize for future expansion and training alternatives.

## TERMINATION OF PLAN

Requirement	How will this be accomplished
<p>Minimize disruption to families</p>	<p>Concurrent with RFA:</p> <ul style="list-style-type: none"> <li>• San Francisco will continue to train and maintain social worker staff who can handle licensing and licensing complaint investigations.</li> <li>• San Francisco will continue to have train and maintain social worker staff who handle relative/NREFM approvals.</li> <li>• San Francisco will continue to train and maintain staff who are able to handle adoptions, including finalizations.</li> </ul> <p>In the event that RFA early implementation is terminated, the County will convert families with minimal disruption to social workers within units trained to provide services and support.</p>
<p>Maximize child safety</p>	<p>San Francisco, as stated above, will continue to train and maintain staff with appropriate expertise in relative/NREFM home approvals, licensing, and adoption to ensure that any necessary reversal of course from RFA includes strong knowledge, including all statutes and regulations governing child safety.</p>
<p>Ensure that Resource Families will operate in accordance with WIC sections 309 or 362.7 or Health and Safety code section 1502, et seq, as applicable</p>	<p>San Francisco, as stated above, will continue to train and maintain staff with appropriate expertise in relative/NREFM home approvals, licensing, and adoption to ensure that any necessary reversal of course from RFA includes strong knowledge, including all statutes and regulations governing child safety.</p>

Ensure that eligibility for foster care payments will not be interrupted

San Francisco will ensure there is no disruption in foster care payments by providing clear and continuous communication with the foster care eligibility units. The project manager for RFA, Casey Blake, is the foster care eligibility managers, which further ensures that communication, instructions, and directives are provided timely to avoid any disruption.