



Strategic Plan

Fiscal Year 2019-2020

Introduction: Legacy Behavioral Services, Inc. has completed its second year of transition as it implemented new RFA procedures in accordance with new Interim Licensing Regulations. In April of 2019 the State released the 4th version of the interim regulations with the 5th under way. The changes in child welfare have increased costs, workloads, and liabilities. The changes have also decreased revenues, placements, and placement stability. The continual changes in regulations have made it difficult for the company to establish congruent operating patterns. In December of 2018, Legacy started to feel the effects of an 8% cut in reimbursement due to RFA changes from an “Age Based” reimbursement to a “Level of Care” based system.

The State of California announced at its last provider meeting in Monterey Park that it has successfully closed down over 70% of the group homes in California. They revealed in the meeting that one of the goals of CCR was to do just that. They have used accreditation and tightening standards to force group home out of business. Significant revenues have been realized by the State of California by taking group home kids and placing them in RFA homes. This places children with significant behavioral issues in less restrictive environments and in a modality that is not equipped to properly care for the children’s needs. The results have created a very difficult set of circumstances for FFA’s throughout the State of California. Placements have become unstable, placements are being refused, and there are significantly less children in placement with the FFA’s. Even worse, the children placed in care are not getting the proper care and supervision. Family homes are not equipped to supervise children 24 hours a day (they have no night watchmen) nor do they have the clinical expertise to serve the children in care with these needs. Resource parents are generally not equipped to deal with extreme behaviors. This past year, Legacy has experienced behaviors such as masturbation in the front yard, self anal penetration in the living room, self harm, sexual aggression towards other children, and extreme violence just to name a few. The county has exercised their right to classify all children as basic level of care and take 6 months to evaluate them for higher levels. Higher levels would result in increased funding and resources for the child. Children with extreme behaviors are being placed as basic level and often fail placement before any assessment is complete. Even so, the initial placement often discloses enough information about the child to classify them as a level 3 or higher.

Legacy has experienced a reduction in Resource Homes. Several approved homes have stopped doing Foster Care due to the nature of the placements. Other approved homes have started to refuse placements if there are any behavioral problems. This is a problem since the county is retaining the placements of all children with moderate or mild behavioral problems. Additionally, the decrease funding has made RFA parent less willing to fulfill their obligations. We are seeing increased resistance to transport, buy birthday gifts, or meet basic needs.

As it is not likely that the State of California will see the detrimental effect of CCR in the near future, the company must change its focus to meet the significant needs brought about by CCR. Whether Legacy likes it or not, it must “meet its customer where they are at.” It must increase its ability to serve a population with sever behavioral problems. This means that our goals must focus on;

1. Increasing the abilities of the resource parents,
2. Increasing the abilities of the Legacy social workers,
3. Increasing services and resources to children with higher needs,

4. Recruiting resource parents who would be willing to take children with higher levels of care,
5. And, developing systems designed to preserve placement of children with higher needs.

Executive Summary: The Corporation needs to improve placement stabilization, increase the abilities of RFA homes, provide more intensive services and supports, and finally market for RFA homes willing to work with older kids who have behavioral problems.

Goals

- Stability in placement numbers. Placement averages need to increase.
- Increased capacity in the staff and resource families to resolve conflict and crisis resulting in placement security. Legacy needs to develop line staff so that they can better perform and prevent placement disruptions. Line staff need to better understand operating procedures and the company philosophy.
- Legacy needs to streamline procedures and processes so that they are understandable and easy to execute. Procedures need to be reviewed such that they better address the needs of the clients. This should result in placement stability.
- Add certifications to the social work staff in the area of “Behavioral Intervention”.
- Create and implement a behavioral intervention program. Have written SOP’s to support the program.
- Implement “TOP GRADING” for all RFA homes. Establish an individualized plan for improvement.

FY2019-2020 – Strategic Plan - Operations

Object Dominion	Objective	Performanc e Indicator (measure)	Who Applied To	Time of Measure	Data Source	Obtained by	Performance Target	Results	Extenuating factors	Results Last Period
Improved Operations	Hire a Social Worker with experience and credentials as a Behavioral Interventiona list	Successful hire and start of employment	Administration	Prior to July 31, 2019	HR files, Indeed	Martin Hansen	Social Worker must have a Master's Degree, Experience in Behavioral Intervention, Experience with at risk youth in foster care			
Improved Operations	Develop the framework for a Behavioral Intervention program	SOP framework (outline) with objectives and tasks clearly identified	Administration, the FFA Administrator, and the Social Worker hired to develop a Behavioral Intervention program	Prior to September 19, 2019	Written SOP's	Martin Hansen, Kelly Kleinhammer, New Social Worker	SOP framework in place			
Improved Operations	Have a written SOP for Behavioral Intervention and train the social work staff	A formal training is written, and documentatio n of staff training is contained in the respective HR files. Additionally, training shall be accompanied by a test demonstratin g understandin g.	All social work Staff.	Written Training due by November 1, 2019 . Approved by CEO (with corrections) by December 1, 2019 Staff trained and documentation in HR files by December 31, 2019	Written SOP's and documentation of training contained in the HR files	Martin Hansen, Kelly Kleinhammer, new social worker	Documentatio n of staff training is contained in the respective HR files. Additionally, training shall be accompanied by a test demonstratin g understandin g			

Training	Train resource parents on their responsibilities	Develop a training that covers the identified concerns Legacy has experienced regarding resource family responsibilities	All Approved RFA homes	Prior to August 1, 2019	Evidence of training in each RFA family file	Martin Hansen with input for all social work staff	Training to be held in small group formats (3 families at a time), a power point is to be developed, hand outs are to be developed, all of which will be evident in the training documentation filed in the RFA family file.			
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Object Dominion	Objective	Performance Indicator (measure)	Who Applied To	Time of Measure	Data Source	Obtained by	Performance Target	Results	Extenuating factors	Results Last Period
Improved Operations	Develop an assessment tool to evaluate RFA homes ability, potential, risk, and capabilities. Assess families and develop a plan for improvement for each RFA home.	Written SOP, implementation as evidenced by the ratings of each home, and a written plan for the improvement of each home	All Social Work Staff and RFA homes	Prior to March 1, 2020	SOP's, RFA family files	Martin Hansen	Improvement in RFA parents abilities and capacities while decreasing risk and liability			
Structure	Separate Court Ordered and Federal Services from the FFA staff	Hire individuals according to the revised organizational chart, train them, and engage them in the job.	Court Ordered Services	Prior to October 1, 2019	HR Files	Martin Hansen	Realize all the positions for Court Ordered services on the Org. Chart			

Recruitment	Develop a recruitment plan for obtaining RFA homes willing to take older children with behavioral problems	Have a written marketing plan with ad and scheduling developed and implemented	Administration and the FFA	Plan prior to July 31, 2019 Results prior to January 1, 2019	Marketing Plan	Martin Hansen	5 Potential RFA homes for older kids with behavioral problems			
Procedure / SOP	Write and Implement a stabilization procedure for Foster Care placements	SOP approved by the CEO and staff trained on the SOP	All Social Work Staff and RFA homes	Written Training due by November 1, 2019 . Approved by CEO (with corrections) by December 1, 2019 Staff trained and documentation in HR files by December 31, 2019	Written SOP's and documentation of training contained in the HR files	Martin Hansen, Kelly Kleinhammer, new social worker	Documentation of staff training is contained in the respective HR files. Additionally, training shall be accompanied by a test demonstrating understanding			
Object Dominion	Objective	Performance Indicator (measure)	Who Applied To	Time of Measure	Data Source	Obtained by	Performance Target	Results	Extenuating factors	Results Last Period
Finance	Develop an SOP that will address the ongoing issue of supplemental reimbursements to RFA homes	SOP written, approved, and implemented	CFO	Prior to August 1, 2019	SOP binder	Sherri Nelsen	SOP implemented			
Finance	Develop an SOP that will address the ongoing issue of supply request and the subsequent filling of supplies	SOP written, approved, and implemented	CFO	Prior to August 1, 2019	SOP binder	Sherri Nelsen	SOP implemented			

SOP / Training	Develop an SOP that addresses the idea if "Meeting the Customer where they are". Assure that it address the needs of the County, the RFA homes, and the Children in placement. Develop a training on the SOP and implement the SOP.	SOP approved by the CEO and staff trained on the SOP	All Social Work Staff and RFA homes	Written Training due by February 1, 2020 . Approved by CEO (with corrections) by April 1, 2020 Staff trained and documentation in HR files by May 1, 2020	Written SOP's and documentation of training contained in the HR files	Martin Hansen, Kelly Kleinhammer, new social worker	Documentation of staff training is contained in the respective HR files. Additionally, training shall be accompanied by a test demonstrating understanding			
Administration	Recruit new board members	The Board of Director and the CEO will identify, enlist, and approve by vote a full complement of Directors (9)	Company Organizational Chart	Prior to September 1, 2019	Documentation in the org. chart and HR files	Martin Hansen	Board Minutes			

Object Dominion	Objective	Performance Indicator (measure)	Who Applied To	Time of Measure	Data Source	Obtained by	Performance Target	Results	Extenuating factors	Results Last Period
Marketing	Develop a plan to "Partner" with the County and our RFA homes.	Increased referral, increased willingness to accept referrals, all indicated by the meeting of placement numbers on the next page	All Staff	Prior June 30, 2020	Financial Records and placement records	Kelly Kleinhammer	Placement numbers are met			

Finance	Obtain and engage a new Independent Auditor	Letter of engagement signed	CEO and CFO	Prior to July 1, 2019	Contracts binder	Martin Hansen and Sherri Nelsen	FY 2018-2019 Fiscal Audit is completed			
Finance	Develop and implement a better plan for the collect of RFA reimbursement	SOP for the collection of debt is written and followed	CEO and CFO	Prior to August 1, 2019	SOP binder and monthly documentation of debt collection	Martin Hansen and Sherri Nelsen	Realization of past debt			
Administration	Develop a plan for utilizing consortium, CCL quarterly meetings, and the Alliance to further our goals	Develop a written plan approved by the CEO	CEO and COO	Prior to October 1,2 019	SOP binder	Martin Hansen and Kelly Kleinhammer	Plan followed as evidenced by minutes from monthly strategic planning meeting			

Productivity Goals for average children in placement by month (FY19-20)

	Jul18	Aug18	Sept18	Oct18	Nov18	Dec18	Jan19	Feb19	Mar19	Apr19	May19	Jun19
Bkfld	37	38	38	40	40	40	40	40	42	42	42	43
Desert	10	11	11	11	11	11	11	11	11	11	11	11
Visalia	19	21	21	21	23	25	25	25	25	25	25	25
Total	66	70	70	72	74	76	76	76	78	78	78	79