

Quality and Productivity Commission  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
*"Los Angeles County: Ahead of the Curve"*

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: THE CHILDREN'S WELCOME CENTER**

**DATE OF IMPLEMENTATION/ADOPTION:** JULY 16, 2012  
 (Must have been implemented at least one year - on or before June 30, 2013)

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

**Problem:**

Since the closure of MacLaren Children's Center in 2003, children taken into protective custody have been forced to await a placement search in regional offices, and/or at the Emergency Response Command Post (ERCP) office afterhours and/or on weekends. Oftentimes children/youth awaited placement in uncomfortable office work areas, eating unhealthy fast food, and had minimal ability for rest, and/or to bathe.

**Solution:**

In July 2012, the Children's Welcome Center (CWD) opened its doors to children ages birth to 11 in an area that was formerly used as a day-care center space on the campus of Los Angeles County + USC Medical Center (LAC+USC) to house children while they waited for a suitable placement search.

**Benefits:**

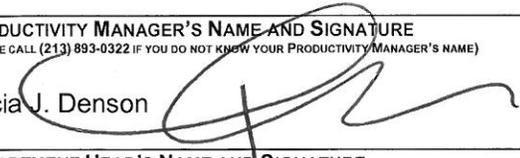
Children entering the CWC receive medical screenings, and their basic needs are met by offering warm meals, the opportunity for bathing, rest, and child appropriate activities.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Department of Children and Family Services 425 Shatto Place Los Angeles, CA 90020	<b>TELEPHONE NUMBER</b> (213) 351-5507
---	---

<b>PROGRAM MANAGER'S NAME</b>  Maricruz Trevino	<b>TELEPHONE NUMBER</b> (323) 226-2303  <b>EMAIL</b> trevim@dcfs.lacounty.gov
---	---

<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small>  Tricia J. Denson 	<b>DATE</b>  7/15/14	<b>TELEPHONE NUMBER</b> (213) 739-6435  <b>EMAIL</b> densot@dcfs.lacounty.gov
---	----------------------------	---

<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>  Philip L. Browning 	<b>DATE</b>  7/15/14	<b>TELEPHONE NUMBER</b> 213-765-7378
---	----------------------------	---

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15

Quality and Productivity Commission  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Los Angeles County: Ahead of the Curve”*

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: THE CHILDREN’S WELCOME CENTER**

**1<sup>st</sup> FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project.

**Challenge**

Locating a suitable and safe place for children while they await placement through the night and/or during weekends and holidays was a challenge since the closure of MacLaren Children’s Center in 2003. To run a center 24 hours a day 7 days a week, approval by the Los Angeles County Board of Supervisors, staff, and a budget was needed.

Since the closure of MacLaren Children’s Center, children and youth taken into protective custody or suffered a placement disruption have been forced to await a placement search in regional offices, and/or at the Emergency Response Command Post (ERCP) office afterhours and/or on weekends and holidays. While each of the 18 DCFS Regional Offices have an area designated as a “Children’s Room,” oftentimes children awaited placement in office work areas, eating unhealthy fast food, and had minimal ability for rest, and/or to bathe. If the wait for placement led into the evening hours, these children experienced even further upset when they were transitioned to the ERCP office because it was the only DCFS location that operated through the night and/or during weekends and holidays.

Law enforcement agencies needed a place where they could easily transport minors picked up on warrants, or who may have been at risk, and again, a place for social workers to bring newly detained children when referral investigations revealed the need for protective custody. Despite ERCP’s accessibility to receive these children on a 24 hour a day 7 day a week basis, it was still an office space that was not designed to meet the basic needs of this population.

**Solution**

In early 2012, Dr. Astrid Heger, Executive Director for the Violence Intervention Program (VIP), proposed that DCFS use a former day-care center space to house children while they waited for a placement search. DCFS, in partnership with Dr. Heger, who provided a very generous monetary gift, in collaboration with the Departments of Health Services, Mental Health, and Public Health, and with the approval of the Los Angeles County Board of Supervisors, the CWC opened its doors on July 16, 2012.

Quality and Productivity Commission  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Los Angeles County: Ahead of the Curve”*

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: THE CHILDREN'S WELCOME CENTER**

The Children's Welcome Center is located on the campus of the Los Angeles County + Medical Center known as LAC+USC, and is down the hall from the only 24/7 Medical Hub/VIP used by DCFS. The CWC provides short-term care and supervision to children up to age 11, in a separate, comfortable, and child friendly facility as they await placement after hours, during weekends, and holidays. A teenage mother and her infant child are not separated based solely upon their ages and may also await placement at the CWC. Upon entering the CWC, each child is medically screened at the VIP for medical issues, and is provided treatment, when necessary. The children's basic needs are met, such as being fed, bathed, and have the opportunity to engage in age-appropriate activities. Children can rest, take a nap, and sleep at night. The CWC has a small playground that includes a jungle gym and many other outside toys. The CWC is staffed with DCFS Children's Social Workers, Supervising Children's Social Workers, and Case Aides. The direct child-care activities are provided by contracted professional child-care workers who are credentialed pre-school teachers. Since inception to the end of May 2014, there have been a total of 5,888 children who have passed through the doors of the CWC.

Since inception to the end of June 2014, there have been a total of 6,211 children who have passed through the doors of the CWC. The monthly average is 265, with a daily average population of 9. Of these, 2,783 were female and 3,428 were males. As for the length of stay: 14% were placed within a 4-hour timeframe; 12% within a 4-8 hour timeframe, and 65% were placed within 9-23 hours; and it took more than 24 hours to place 9% of the children, for reasons that included medical and mental health issues, trying to place siblings together, and lack of resources of their age group.

**Benefits**

This program is truly innovative, and the first of its kind in Los Angeles County since the closure of MacLaren Children's Center. For the first time in over a decade, children have a beautiful and nurturing place to wait while a placement search is conducted. The CWC is truly worthy of being a recipient of an award. It has been a win-win situation for the children and the Children's Social Workers who had no place to take the children on their caseload once their business day ended, if they were still searching for placement. Now, the Children's Social Workers can end their day and go home to their own families, knowing that the children on their caseload are being properly cared for and the search for placement will continue until a suitable foster home is located.

Quality and Productivity Commission  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Los Angeles County: Ahead of the Curve”*

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: THE CHILDREN'S WELCOME CENTER**

**LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):**

With the creation and development of the Children's Welcome Center, an element of DCFS Strategic Plan's Mission Statement, which is to improve child safety, permanency, and access to effective and caring services was achieved, as one of the primary goals of the CWC is to promote children's safety and well-being while they are under DCFS supervision and are awaiting a placement search in a safe, nurturing, and child-friendly setting.

The CWC is open 24 hours a day 7 days a week to provide short term care and supervision for children birth to 11 years of age. The Children await placement in a nurturing, comfortable, and child friendly environment. Children in sibling sets and teen parents and their infants await placement without being separated.

The CWC is adjacent to the LAC+USC 24/7 Medical Hub/VIP and is in close proximity to the Pediatric Emergency Room which makes transitioning from medical screening and/or treatment to admission timely. All children are medically screened and receive treatment as needed prior to being admitted to the CWC. This is helpful when speaking with potential caregivers who have questions regarding the child's health and wellbeing. The CWC aims to meet the children's basic needs by offering warm meals, the opportunity for bathing, rest, and child appropriate activities. It offers each child the opportunity for sunshine, fresh air, and an outdoor playground area.

Since the inception of the CWC, more than 6,000 children have come through its doors, which is a true testament for the great need of a program such as this in Los Angeles County. The saying "if we build it, they will come," has a ring of truth.

Quality and Productivity Commission  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Los Angeles County: Ahead of the Curve”*

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: THE CHILDREN’S WELCOME CENTER**

**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT):** If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

**ANNUAL= 12 MONTHS ONLY**

Quality and Productivity Commission  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Los Angeles County: Ahead of the Curve”*

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: THE CHILDREN’S WELCOME CENTER**

**FOR COLLABORATING DEPARTMENTS ONLY**

*(For single department submissions, do not include this page)*

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
HEALTH SERVICES 313 N. FIGUEROA STREET, 9TH FLOOR LOS ANGELES, CA 90012	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
GERARDO PINEDO	MITCHELL H. KATZ, MD
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
MENTAL HEALTH 550 S. Vermont Avenue, Los Angeles, CA 90020	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
KUMAR MENON	MARVIN SOUTHARD, DSW
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
PUBLIC HEALTH 313 N. FIGUEROA STREET, 8 <sup>TH</sup> FLOOR LOS ANGELES, CA 90012	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
CATHERINE MAK, MBA	JONATHAN E. FIELDING, MD, MPH, MBA
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>