



Human Services Agency

Annual Report
2021-2022



COUNTY *of* **VENTURA**
Human Services Agency

Agency Snapshot



This past year, HSA served more Ventura County residents than ever before, working together in every community to offer support, hope and opportunity for improved well-being. Below is a snapshot of some of the services provided by HSA in collaboration with our partners.

Human Services Agency

254,645

Clients received health coverage benefits through Medi-Cal

69,048

Individuals supplemented their diets with CalFresh benefits

8,043

Individuals received In-Home Supportive Services

7,745

Families met basic needs through California Work Opportunity & Responsibility to Kids (CalWORKs)

4,968

Allegations of adult abuse received response

4,297

Services were provided to employers in manufacturing, healthcare, agriculture, construction & more

86

Children were adopted

2,822

Reports of suspected child abuse or neglect were investigated

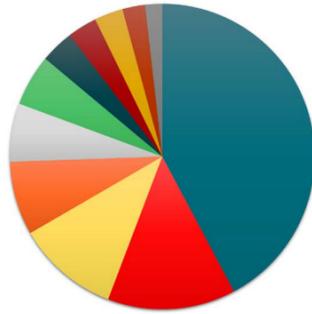
4,015

Job seekers & other visitors received services at the America's Job Center of California

2,069

Compensation & pension claims were filed on behalf of veterans & their families

HSA Clients by City



Oxnard	42.2%
Ventura	13.6%
Simi Valley	10.9%
Thousand Oaks	7.8%
Santa Paula	6.2%
Camarillo	5.4%
Port Hueneme	3.5%
Fillmore	3.1%
Moorpark	3.0%
Ojai	1.8%
Other	2.4%

County of Ventura Board of Supervisors

District 1 – Matt LaVere | District 2 – Linda Parks | District 3 – Kelly Long
 District 4 – Bob Huber | District 5 – Vianey Lopez

County Executive Officer
 Sevet Johnson

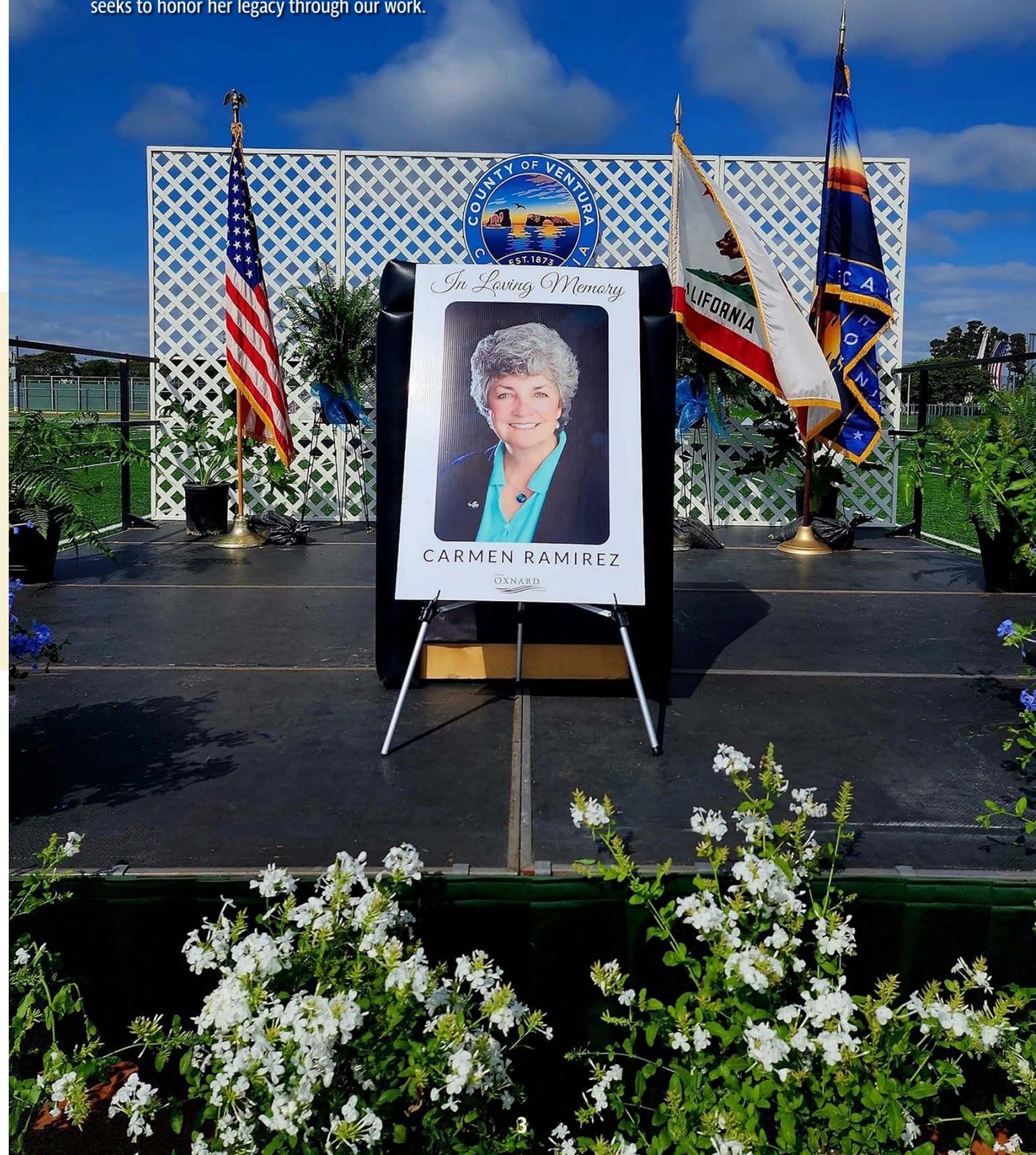
Human Services Agency Director
 Melissa Livingston

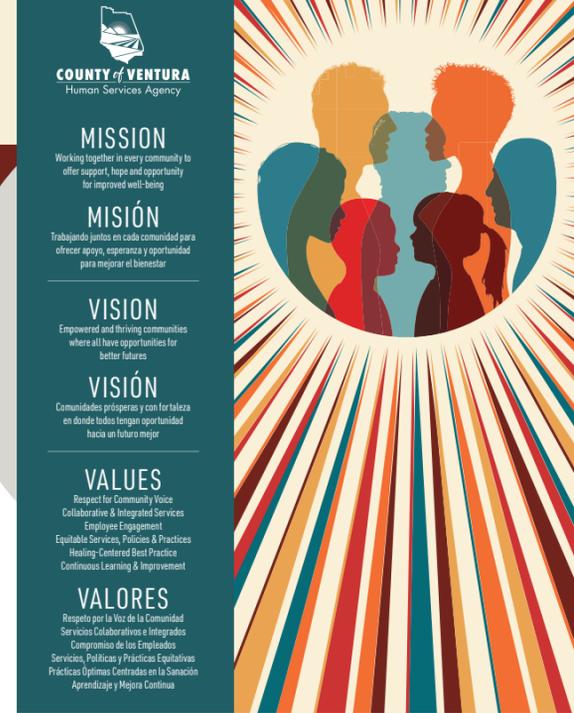
Human Services Agency Revenue & Expenditures

2021-2022 Revenue		2021-2022 Expenditures	
Federal & State Funds	\$264 million	Staff Salaries & Benefits	\$152.8 million
County Funds	\$46.8 million	Direct Client Assistance	\$99 million
Total	\$310.8 million	Services & Supplies	\$59 million
		Total	\$310.8 million

In Memoriam

Supervisor Carmen Ramirez was an advocate for underserved communities and a supporter of HSA's efforts to meet the needs of our county's diverse population in a more collaborative, human-centric, effective and equitable manner. HSA pays tribute to Supervisor Ramirez' enduring contributions to the Ventura County community and seeks to honor her legacy through our work.





As HSA charts a new course for serving our community, we are organizing our decision making, cultural norms, resources and implementation efforts around our newly adopted Mission, Vision and Values. Importantly, we will measure the success of our values-driven work and report our community impact in new ways, with regular updates on our strategic initiatives forthcoming on our public website.

MISSION

Working together in every community to offer support, hope and opportunity for improved well-being

VISION

Empowered and thriving communities where all have opportunities for better futures

VALUES

- Respect for Community Voice
- Equitable Services, Policies & Practices
- Employee Engagement
- Collaborative & Integrated Services
- Healing-Centered Best Practice
- Continuous Learning & Improvement

Respect for Community Voice

We recognize that all communities have unique cultural hallmarks, and we commit to delivering services in a manner that is inclusive, competent and respectful of each community's beliefs, practices and expressions. We further commit to ensuring more equitable opportunities and outcomes through listening and learning from the voice of the community, and respecting individuals' rights, lived experiences and differences while modeling respect and dignity for all.

RAÍZ INFORMATIVA

In February 2022, HSA's Farmworker Resource Program (FRP) launched an interactive video podcast called "Raíz Informativa," which translates to "Informative Root," that airs monthly in Mixtec, Zapotec and Spanish to deepen and expand connections with the Ventura County farmworker

community. The podcast provides a platform for a diversity of guests and shares important information about resources, supportive services and topics related to the agricultural industry and other areas of interest to the County's 43,000 farmworkers. During the show, listeners can ask questions or share concerns by calling in or sending their messages through WhatsApp to be aired live, with experts available to listen and respond.



HSA's Farmworker Resource Program focuses on building trust and relationships within the agricultural community; helping farmworkers to understand existing labor laws that protect them; seeking resolutions to workplace issues; providing resources and information; assisting farmworkers in navigating public agencies; promoting and enhancing the agricultural industry in Ventura County; and attracting farmworkers to Ventura County as a first-choice destination to work in agriculture.



Collaborative & Integrated Services

We understand that our systems are complex, and that individuals and families benefit from experiencing “no wrong door” to services. We commit to leveraging a multi-disciplinary team approach to meet the unique and comprehensive needs of individuals and families, centering their voice and engagement in collaboration with our diverse partner network to ensure equitable access, opportunity and outcomes.



Employee Engagement

We recognize that our workforce is our most valued asset. We commit to supporting an inclusive and empowered environment where it is safe to share ideas, where all voices are valued and respected, and where everyone feels they belong and can reach their fullest potential.

Integrating services in a manner that best serves clients requires more intentional coordination internally among HSA’s 1,350 staff and multiple programs, as well as collaboration externally among HSA and partner organizations.

RESOURCE NAVIGATOR

HSA’s child welfare and basic needs programs are working together to help families bolster their financial resources as they work to become stronger. A Resource Navigator acts as a liaison between child welfare and basic needs programs, bridging the day-to-day operations, strengthening teaming practices with families and social workers, coordinating referrals to the community resources necessary for family stability, healing and well-being, and helping to ensure ongoing engagement in case planning activities to promote safe reunification between parents and their children.

access benefits, financial assistance and medical services for which they are eligible. This year, the Veteran Services Office hosted a Military and Veteran Job Fair and Expo to connect Veterans with service providers, help them find living wage jobs, and assist businesses in need of the skill sets that Veterans have to offer. The Expo and Job Fair brought together 30 service providers on site, and some 20 employers that helped to recruit job seekers with military experience for job opportunities in manufacturing, healthcare, hospitality, customer service, public transportation, public safety, office professional, supported living and more.



HSA’s refreshed Mission, Vision and Values represent the collective work of staff at all levels of the organization. Employees’ input, along with input from clients, partners and stakeholders, was gleaned through surveys, meetings and Town Hall



discussions to ensure that HSA’s guideposts resonate with our workforce who delivers frontline services each day. Importantly, through participation in HSA’s new Emerging Leaders Program, staff at all levels of the organization are also playing lead roles in implementing strategic initiatives, bringing their diverse experience, perspectives and expertise to Agency-wide efforts. HSA anticipates more thoughtful, informed, effective implementation using this approach, and ultimately, better results for our community.

All HSA employees were invited to participate in several virtual and in-person Town Hall discussions this past year to support an Agency-wide transformation, which includes building a strong and healthy Agency culture that aligns with HSA’s strategy.



Equitable Services, Policies & Practices

We acknowledge that our institutions are rooted in and/or intersect with systems that tend to produce disparate outcomes for marginalized groups. We commit to ensuring that all services, policies and practices are informed by a thoughtful and intentional commitment to Diversity, Equity and Inclusion. We further commit to striving for equitable access and equitable outcomes for all, both internal to our workforce and external to the community.

BRIDGING THE DIGITAL DIVIDE

Recognizing that lack of access to digital devices and limited digital literacy skills can impede access to much-needed services and supports, HSA is striving to help bridge the “digital divide.” New programs include a partnership between the America’s Job Center of California and the Ventura County Library’s mobile unit to help with employment searches; provision of devices to families involved in the child welfare system to improve access to therapy services; and provision of technical assistance to monolingual, homebound seniors to enhance access to virtual medical services and social connectedness.

HEALTH ENROLLMENT NAVIGATORS

Given the importance of ensuring access to basic-needs services, HSA’s Health Enrollment Navigators Project continued its work in partnership with Interface Children & Family Services and Mixteco Indigena Community Organizing Project (MICOP) to help underserved communities secure and maintain health coverage. Target populations include young people of color, older adults, immigrants and families of mixed immigration status, persons with limited English proficiency, those with disabilities, and uninsured children and youth formerly enrolled in Medi-Cal. This past year, the

Navigators Project finalized its “What Is Medi-Cal?” informational videos offered in English, Spanish, Mixteco and Zapotec, as well as other countywide efforts designed to assist populations who may achieve more equitable service outcomes when they are afforded targeted assistance.

WHAT IS MEDI-CAL?
Message in English

¿QUÉ ES MEDI-CAL?
Mensaje en español

¿QUÉ ES MEDI-CAL?
Mensaje en mixteco

¿QUÉ ES MEDI-CAL?
Mensaje en zapotec



Ventura County Children & Family Services

Safe at Home

We believe families can keep their children safe with support. And if they can't...

Caregiving

We believe children and youth should be cared for in a familiar, nurturing, and safe environment. And while they are in care...

Child's Experience

We believe every child and youth is entitled to thrive through stability, family connections, quality treatment, and a voice in planning.

Parental Support for Reunification

We believe, through partnership and support, parents can grow and change in order to safely parent their children. And if the children cannot return home...

Forever Connections

We believe all children and youth deserve a sense of belonging and an unconditional commitment in a lifelong family, supported by their communities.

Relationships

We believe in the power of human relationships to heal and grow. The people who serve and support children, youth and families are our greatest resource.

Healing-Centered Best Practice

We acknowledge that adverse experiences, as well as our systems and institutions, can be traumatic. We commit to providing supportive, safe and nurturing environments that are non-judgmental and inclusive in meeting the diverse needs of individuals and families. We further commit to valuing and respecting each person's unique experiences through compassionate, healing-centered care and interventions that build trust, safety and empowerment, and provide for voice and choice, leveraging the strengths of individuals and families as they heal and become more resilient.

Committing to embedding healing-centered approaches can take place at personal, program and system levels. All members of our workforce receive training regarding how trauma affects individuals and families, and how trauma-informed services are defined. Efforts are underway to integrate healing-centered best practice throughout HSA, with notable progress.

VULNERABILITY ASSESSMENT TOOL

At a program level, HSA has elicited input from experts across fields to develop and implement an enhanced Vulnerability Assessment Tool for assessing clients experiencing homelessness with respect to physical and health, substance use, risk and safety, and other domains of life when matching clients with available housing resources. The questions that comprise the Vulnerability Assessment Tool have been carefully crafted and tailored using a trauma-informed lens – as well as a Diversity, Equity and Inclusion lens – to help ensure the most positive experience possible for clients participating in assessments.

WELLNESS SYSTEM

At a systems level, HSA is shifting child welfare practice from traditional methods of removal and compliance to a wellness system approach. This transformation requires aligning public systems and community

partners to create a Child, Youth and Family Wellness System to maximize wellness and quality of life so all children and their families are safe, healthy, educated and well with a sense of belonging, purpose and opportunity to achieve their aspirations.



The community-wide Wellness System envisioned by HSA and partner organizations will be grounded in cross-system shared leadership and governance, data and outcomes management, fiscal management and responsibility, and community and family engagement. This system will take shape over time, but early success with HSA's change in child welfare practice has led to expanded access to mental health services, increased community-based services for youth placed with resource families, a 90% decrease in use of congregate care, and a decrease in children being removed from their families.



Continuous Learning & Improvement

We recognize that our services must continuously evolve to meet the needs of our community. We commit to functioning as a continuous learning organization by investing in every employee's development to ensure the highest level of service excellence, and by nurturing an adaptable workforce that seeks to continuously improve efficient, relevant, accountable and fiscally responsible systems.

NEW SERVICE STRATEGIES

Among many lessons learned during the pandemic, HSA became adept at delivering virtual services to clients who have access to and are comfortable with technology. Adoption of new service strategies has given way to a range of new opportunities, including right-sizing office facilities that formerly housed non-public-facing work, and concentrating public-facing services in more accessible, convenient community sites near partner organizations. In the year ahead, HSA looks forward to opening two such community-based locations in the city of Oxnard.

Under the leadership of our County Executive Office, HSA's former service center at 1400 Vanguard in Oxnard will be converted into permanent supportive housing for community members at risk of chronic homelessness, with \$7.5 million in state funding secured by Senator Monique Limón and Assemblymember Steve Bennett for repurposing the facility, and several million more in American Rescue Plan Act, State Fiscal Recovery Fund monies allocated by our Board of Supervisors.

NEW LEARNING OPPORTUNITIES

HSA's commitment to Continuous Learning & Improvement extends beyond our employee base to our partners in service delivery. Ventura County's 7,300+ In-Home Supportive Services (IHSS) providers play critical roles in providing care to seniors with low incomes and people with disabilities, ensuring that they can remain safe and comfortable in their homes instead of moving to residential care facilities.

To support the important work of these caregivers, HSA set out to bolster the learning opportunities available to them. Recognizing that providers are best positioned to determine the most helpful type and format of training, HSA invested time in eliciting input from providers through bilingual web-based and phone surveys, and through discussions with the IHSS-Public Authority Advisory Committee.

In response to a wealth of input received from IHSS providers and IHSS client representatives, HSA tailored training content identified as most relevant to providers' interests and clients' needs, and implemented a new series of online and in-person training modules in both English and Spanish that have been well attended and received. HSA will continue to partner with IHSS providers to enhance learning opportunities in the year ahead.

Strategic Focus Areas

In the year ahead, HSA will continue to work collectively with internal and external partners to implement initiatives that advance our refreshed Mission, Vision and Values within the strategic focus areas listed below.

Learning & Growth

- » Recruit, hire, retain and continuously develop a diverse workforce whose members are committed to advancing the Agency's mission, vision and values.
- » Nurture a healthy, inclusive, future-oriented environment that offers opportunities for leadership at all levels of the organization.

Financial Stewardship

- » Leverage and optimize Agency resources to ensure a return on investment that promotes innovation, flexibility, equity and sustainability.
- » Strengthen public trust by ensuring integrity, transparency and accountability when sharing goals and results.

Internal Business

- » Strengthen internal and cross-system integration to better meet customers' needs for preventative, core and aftercare services.
- » Sustain a continuous improvement culture and technology infrastructure that centers the customer voice and drives efficiency, effectiveness, equity and agility in meeting emerging needs.

Customer & Stakeholder Satisfaction

- » Exceed customers' expectations for services that are healing-centered, modern and comprehensive.
- » Strengthen systems and partnerships that advance equitable access and outcomes as well as community resilience





COUNTY *of* VENTURA
Human Services Agency

For more information about our programs, services, initiatives and results, visit
vchsa.org