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DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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November 30, 2015

To: Supervisor Michael D. Antonovich, Mayor
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From: Philip L. Browning
Director

FIELDS COMPREHENSIVE YOUTH SERVICES, INC. GROUP HOME QUALITY ASSURANCE REVIEW

The Department of Children and Family Services (DCFS) Out-of-Home Care Management Division (OHCMD) conducted a quality assurance review (QAR) of Fields Comprehensive Youth Services, Inc. Group Home (the Group Home) in March 2015. The Group Home has two sites located in San Bernardino County and provides services to County of Los Angeles DCFS placed children and youth. According to the Group Home's program statement, its stated mission is, "to provide a safe, nurturing, structured living environment for adolescents in need of a group home placement."

The QAR looked at the status of the placed children's safety, permanency and well-being during the most recent 30 days and the Group Home's practices and services over the most recent 90 days. The Group Home scored at or above the minimum acceptable score in 7 of 9 focus areas: Permanency, Placement Stability, Visitation, Engagement, Service Needs, Assessment & Linkages, and Tracking & Adjustment. OHCMD noted opportunities for improved performance in the focus areas of Safety and Teamwork.

The Group Home provided the attached approved Quality Improvement Plan addressing the recommendations noted in this report. In August 2015, OHCMD quality assurance reviewer met with the Group Home to discuss results of the QAR and to provide the Group Home with technical support to address methods for improvement in the areas of Safety and Teamwork.

If you have any questions, your staff may contact me or Aldo Marin, Board Relations Manager, at (213) 351-5530.

PLB:EM:KR:rds

Attachments

c: Sachi A. Hamai, Chief Executive Officer
John Naimo, Auditor-Controller
Public Information Office
Audit Committee
Arby Fields, Chief Executive Officer, Fields Comprehensive Youth Services, Inc.
Lajuannah Hills, Regional Manager, Community Care Licensing Division
Lenora Scott, Regional Manager, Community Care Licensing Division

FIELDS COMPREHENSIVE YOUTH SERVICES, INC. GROUP HOME
QUALITY ASSURANCE REVIEW (QAR)
FISCAL YEAR 2014-2015

SCOPE OF REVIEW

The Out-of-Home Care Management Division (OHCMD) conducted a Quality Assurance Review (QAR) of Fields Comprehensive Youth Services, Inc. Group Home (the Group Home) in March 2015. The purpose of the QAR is to assess the Group Home's service delivery and to ensure that the Group Home is providing children with quality care and services in a safe environment, which includes physical care, social and emotional support, education and workforce readiness, and other services to protect and enhance their growth and development.

The QAR is an in-depth case review and interview process designed to assess how children and their families are benefiting from services received and how well the services are working. The QAR utilizes a six-point rating scale as a *yardstick* for measuring the situation observed in specific focus areas. The QAR assessed the following focus areas:

Status Indicators:

- Safety
- Permanency
- Placement Stability
- Visitation

Practice Indicators:

- Engagement
- Service Needs
- Assessment & Linkages
- Teamwork
- Tracking & Adjustment

For Status Indicators, the reviewer focuses on the child's functioning during the most recent 30 day period and for Practice Indicators, the reviewer focuses on the Group Home's service delivery during the most recent 90 day period.

For the purpose of this QAR, interviews were conducted with three focus children, three Department of Children and Family Services (DCFS) Children's Social Workers (CSWs), one County of Los Angeles Deputy Probation Officer (DPO), one Group Home supervisor, and two Group Home child care workers.

At the time of the QAR, the placed children's average number of placements was four, their overall average length of placement was 4 months and their average age was 15. Two of the three focus children interviewed were later included as part of the sample for the 2014-2015 contract compliance review.

QAR SCORING

The Group Home received a score for each focus area based on information gathered from on-site visits, agency file reviews, DCFS court reports and updated case plans, and interviews with the Group Home staff, DCFS CSWs, service providers, and the child. The minimum acceptable score is 6 in the area of Safety and 5 in all remaining areas.

Focus Area	Minimum Acceptable Score	GH QAR Score	GH QAR Rating
Safety - The degree to which the Group Home ensures that the child is free of abuse, neglect, and exploitation by others in his/her placement and other settings.	6	4	**Fair Safety Status** - The focus children are usually avoiding behaviors that cause harm to self, others, or the community, but rarely may present a behavior that has low or mild risk of harm. The focus children may have had related history, diagnoses, or behavior presentations in the past but may have presented risk behaviors at a declining or much reduced level over the past three months.
Permanency - The degree to which the child is living with caregivers, who are likely to remain in this role until the child reaches adulthood, or the child is in the process of returning home or transitioning to a permanent home and the child, the Group Home staff, caregivers, and CSW, support the plan.	5	5	**Good Status** - The focus children have substantial permanence. The focus children live in a family setting that the children, Group Home staff, caregivers, caseworker, and team members have confidence will endure life-long.
Placement Stability - The degree to which the Group Home ensures that the child's daily living, learning, and work arrangements are stable and free from risk of disruptions and known risks are being managed to achieve stability and reduce the probability of future disruption.	5	5	**Good Stability** - The focus children have substantial stability in placement and school settings with only planned changes and no more than one disruption in either setting over the past 12 months with none in the past six months. The focus children have established positive relationships with primary caregivers, key adult supporters, and peers.

Focus Area	Minimum Acceptable Score	GH QAR Score	GH QAR Rating
Visitation - The degree to which the Group Home staff support important connections being maintained through appropriate visitation.	5	5	**Substantially Acceptable Maintenance of Family Connections** - Generally effective family connections are being sought for all significant family/NREFMs through appropriate visits and other connecting strategies.
Engagement - The degree to which the Group Home staff working with the child, biological family, extended family and other team members for the purpose of building a genuine, trusting and collaborative working relationship with the ability to focus on the child's strengths and needs.	5	5	**Good Engagement Efforts** - To a strong degree, a rapport has been developed, such that the Group Home staff, DCFS CSW, and the focus children feel heard and respected.
Service Needs - The degree to which the Group Home staff involved with the child work toward ensuring the child's needs are met and identified services are being implemented and supported and are specifically tailored to meet the child's unique needs.	5	5	**Good Supports & Services** - A good and substantial array of supports and services substantially matches intervention strategies identified in the case plan. The services are generally helping the focus children make progress toward planned outcomes. A dependable combination of formal and informal supports and services is available, appropriate, used and seen as generally satisfactory. The array provides an appropriate range of options in the selection of providers.

Focus Area	Minimum Acceptable Score	GH QAR Score	GH QAR Rating
Assessment & Linkages - The degree to which the Group Home staff involved with the child and family understand the child's strengths, needs, preferences, and underlying issues, and services are regularly assessed to ensure progress is being made toward case plan goals.	5	5	**Good Assessment and Understanding** The focus children's functioning and support systems are generally understood. Information necessary to understand the focus children's strengths, needs, and preferences is frequently updated. Present strengths, risks, and underlying needs requiring intervention or supports are substantially recognized and well understood. Necessary conditions for improved functioning and increased overall well-being are generally understood and used to select promising change strategies.
Teamwork - The degree to which the "right people" for the child and family have formed a working team that meets, talks, and makes plans together.	5	4	**Minimally Adequate to Fair Teamwork** - The team contains some of the important supporters and decision makers in the focus children's life, including informal supports. The team has formed a minimally adequate to fair working system that meets, talks, and/or plans together; at least one face-to-face team meeting has been held to develop plans.
Tracking & Adjustment - The degree to which the Group Home staff who is involved with the child and family is carefully tracking the progress that the child is making, changing family circumstances, attainment of goals and planned outcomes.	5	5	**Good Tracking and Adjustment Process** - Intervention strategies, supports, and services being provided to the focus children are generally responsive to changing conditions. Frequent monitoring, tracking, and communication of the focus children status and service results to the team are occurring. Generally successful adaptations are based on a basic knowledge of what things are working and not working for the focus children.

STATUS INDICATORS

(Measured over last 30 days)

What's Working Now (Score/Narrative of Strengths for Focus Area)

Permanency (5 Good Status)

Permanency Overview: The Group Home provides good permanency for each of the focus children. The Group Home is providing the services that correspond with each focus child's permanency plan recommended by DCFS. The Group Home ensures monthly contact with the DCFS CSWs and the Deputy Probation Officer (DPO) to discuss the permanency plan for the focus children. The permanency plan for two of the focus children is Planned Permanent Living Arrangements (PPLA) with a concurrent plan for family reunification. The other focus child's permanency plan is family reunification, and the concurrent plan is PPLA.

Each of the focus children reported that the Group Home is meeting their needs. The focus children stated they had had no concerns and that they are happy living at the Group Home. One focus child reported that the Group Home social worker, his DCFS CSW and his DPO work well together to ensure that his needs are met.

The Group Home demonstrates efforts to support the focus children in achieving their permanency plan. The Group Home is supportive of teaching the children to become more independent. The Group Home has arranged for the focus children to participate in Children Helping Each Other Learn and Achieve Project-CHELA Project, a community program that conducts workshops for children, to teach money management, as well as address self-esteem and interpersonal skills building. The Group Home also provides services to prepare youth for permanency, such as emancipation services, youth development services and assists the children in preparing for transitional housing.

The Group Home remains the most suitable placement arrangement for each of the focus children, until the focus children are able to transition to a lower level of care or transfer to transitional living.

Placement Stability (5 Good Stability)

Placement Stability Overview: The Group Home is providing substantial placement stability for the focus children. The Group Home takes responsibility in ensuring that the children receive the treatment needed for them to become stable in all areas. The Group Home ensures that the staff receives support and training to deal with the focus children's needs. The focus children reported they have no problems or concerns with the Group Home staff. The focus children reported being satisfied with living at the Group Home and expressed their desire to remain at the Group Home until a more permanent placement is found for them. There has been no disruption in the focus children's placement.

The Group Home encourages the development of relationships between each placed child and Group Home childcare workers. The Group Home's staff providing care to focus children are responsible for ensuring each placed child has someone that provides support and assistance in addressing concerns. The Group Home childcare workers are expected to be attentive to the focus children's

concerns and help the focus children get along in their daily life at the Group Home. One focus child reported that he can count on his Group Home primary staff, and that he is teaching him to be accountable for his behavior. He likes the Group Home staff, and is able to talk to his Group Home childcare worker whenever he needs to do so. The second focus child stated that the placement is meeting his needs, and whenever he needs something, the Group Home makes an effort to ensure he receives it. The third focus child said he likes living at the Group Home. He further stated that the Group Home serves better food than other group homes do and that the Group Home has more outings. He also shared that he has developed a close relationship with the Group Home's Chief Executive Officer who meets with him frequently to discuss his progress with job seeking, as well as other concerns the child may have.

Visitation (5 Substantially Acceptable Maintenance of Visitation & Connections)

Visitation Overview: The Group Home provides substantially acceptable maintenance of visitation and connections for the focus children and their families. The Group Home makes efforts to ensure that the focus children maintain contact with family members and that they are visited by family members or appropriate adults with whom they have a connection. The Group Home encourages regular phone calls, and ensures that the visits are convenient. The Group Home maintains visitation logs to track visits and will make every effort to reschedule missed visits in a timely manner. The Group Home caseworkers and all the team members follow the visitation recommendations made by the DCFS CSWs, and ensures that the focus children's court-ordered visitation plans are fully implemented. The Group Home encourages and facilitates telephone contact and visitation, in efforts to strengthen the relationships between the focus children and family members. In general, the Group Home is effective in maintaining family connections for the focus children.

One focus child has weekly monitored visits with his adoptive mother; the Group Home staff monitors the visits. The Group Home also facilitates telephone calls for the focus child, with his adoptive mother, his sister, and his biological mother, who he has recently reconnected with.

The second focus child has monthly visits with his Court Appointed Special Advocate (CASA) worker. The Group Home encourages the focus child to meet and spend time with his CASA worker. His maternal grandmother has visited him at the Group Home on three different occasions since his placement at the Group Home. The focus child stated that he enjoys visits with his maternal grandmother.

The third focus child visits with his maternal grandmother at her home. During his visits, he also has visits with his mother, his sister, and two of his brothers. This focus child is under the dual supervision of DCFS and Los Angeles County Probation Department. According to the focus child's DPO, the maternal grandmother has approved visits with the focus child, but she does not visit him as often as the child would like. Further, the focus child had violated the conditions of his probation, and consequently, visits with his maternal grandmother had been curtailed.

What's Not Working Now and Why (Score/Narrative of Opportunities for Improvement)

Safety (4 Fair Safety Status)

Safety Overview: The safety status of the focus children is fair. The three focus children reported that the Group Home is a safe place to live. The focus children also stated that the Group Home ensures there is always supervision. The Group Home takes responsibility for the safety of the focus children. The DCFS CSWs and the DPO had no concerns regarding the Group Home. All the focus children reported that staff are always present and make them feel safe.

Although the focus children and the DCFS CSWs reported no safety concerns, the Group Home submitted four Special Incident Reports (SIRs) via the ITrack database during the last 30 days, two of which were safety-related. Two SIRs involved one of the focus children. In one incident, the focus child had become upset when he could not find his book and he accused his roommate of taking it. He slapped his roommate and then ran away from the Group Home. The other SIR involved the focus child stealing an iPod at school, resulting in suspension.

The two other SIRs did not involve the focus children. One incident involved a placed child being disruptive at school. The second SIR involved the arrest of a placed child under the supervision of the Probation Department who had allegedly sprayed cleaning product at another child and possibly in his drink, vandalized a Group Home staff member's car, assaulted staff, and ran away from the Group Home. The SIR lacked information, as it did not provide an account of how the child had acquired the cleaning product, how the child was able to place the cleaning product in another child's drink, or about the supervision of the children at the Group Home when the incident occurred. Further, there was no safety plan developed to prevent a similar situation from occurring. There is also a concern regarding how the situation had escalated from an argument to the child being arrested.

PRACTICE INDICATORS
(Measured over last 90 days)

What's Working Now (Score/Narrative of Strengths for Focus Area)

Engagement (5 Good Engagement Efforts)

Engagement Overview: The Group Home makes consistent efforts to engage key people in the focus children's lives and in decisions that are being made for them. The Group Home engages the focus children's families and makes the effort to encourage the focus children to contact key family members. When visits are scheduled, the Group Home reminds family members of the visits and informs them of any special incidents involving their children. The focus children have regular contacts with their DCFS CSWs, DPO, family members, and other team members involved in their lives. The Group Home is in contact with the DCFS CSWs, providing information about the focus children's progress, strengths, problems and concerns, medical visits, family visits, history of hospitalizations, and updates on the overall status of the children. Information regarding the focus children is provided to DCFS CSWs, the DPO, and key people by telephone, via e-mail, or

face-to-face. The Group Home makes efforts to meet with the DCFS CSWs and/or the DPO on a monthly basis.

The Group Home social worker has weekly meetings with the focus children individually and in groups. She also meets with the Group Home staff to discuss the progress and concerns the focus children are making. The Group Home staff present also have the opportunity to voice their concerns regarding the focus children and the Group Home social worker addresses the concerns with the focus children when she meets with them. The focus children feel they are heard, respected, and well cared for by the Group Home staff. Each of the focus children reported being understood and supported.

According to the Group Home supervisor, the focus children may contact their DCFS CSWs and DPO whenever they want to do so. The Group Home has good rapport with the DCFS CSWs and the DPO for the third focus child. The DCFS CSWs and the DPO reported that they are in constant contact with the Group Home's primary childcare staff for the focus children who keep them current on the focus children's progress.

Services Needs (5 Good Support and Services)

Services Needs Overview: The Group Home provides the focus children with a substantial array of services and extracurricular activities, which match intervention strategies identified in the case plans. The Group Home social worker collaborates with the DCFS CSWs, the DPO, the focus children, and the Group Home staff to develop Needs and Services Plan (NSP) case plan goals for the focus children. The Group Home therapist develops behavior contracts with the focus children to help them remain focused and make progress toward achieving their NSP and case plan goals. The Group Home ensures that the focus children attend weekly individual and group therapy sessions at the Group Home. The Group Home provides transportation for the focus children for all medical, dental, off-site visits and extracurricular activities. The Group Home has also provided each of the focus children with a gym membership.

One of the focus children participates in individual and group therapy. The Group Home is helping the focus children prepare for independent living by providing training in money management skills. The second focus child attends weekly individual counseling. He participates in a mentoring program, which focuses on self-esteem and spiritual growth. The third focus child receives substance abuse treatment and participates in anger management therapy.

The Group Home's Chief Executive Officer also ensures that the focus children receive the support and services they need. He is hands-on and very involved with the placed children. He is available to assist the Group Home staff with supervision of children who present acting out behavior, and speaks with the placed children individually, as needed, and participates in the weekly group meetings.

Assessment & Linkages (5 Good Assessment and Understanding)

Assessment & Linkages Overview: The Group Home provided good assessments and has a good understanding of the focus children's needs. The Group Home Therapist meets with the focus

children weekly for individual, family, and/or group sessions, and is available 24 hours via phone to address any crises. The Group Home Therapist assesses the needs and progress of the focus children. The focus children also participate in Team meetings to assess their progress and evaluate their needs. The Group Home supervisor and therapist meet twice weekly with staff to discuss the children's progress and any concerns regarding the focus children. The Group Home staff contribute to the assessment of the focus children's needs by sharing their daily observations and reports. The Group Home staff interviewed expressed a clear understanding of the children's strengths and needs, and their efforts to help focus children progress and succeed at the Group Home.

The Group Home supports the focus children's interests. The Group Home makes good efforts to ensure the focus children develop in all areas and encourages the focus children's participation in extracurricular activities. The Group Home is assisting all three focus children to achieve their goals. The three focus children expressed that the Group Home staff have provided them with guidance, care, and support over the short time they have resided at the Group Home. The Group Home involves the focus children in activities in the community and other resources provided by DCFS.

The first focus child participates in music therapy and receives piano lessons. He shared that he loves to play the piano and looks forward to his weekly lessons. The second focus child shared that he also participated in music therapy, as well as voice lessons. The third focus child participates in a basketball league and enjoys working out at the local gym. He is also enrolled in martial arts self-defense classes.

The Group Home works well with the service providers in the community that provide treatment services to the focus children. The Group Home provides services required to help the focus children and supports them to make their placement successful. The Group Home seems to have a good assessment and understanding in the functioning and support systems for the focus children. The DCFS CSWs and the DPO reported that the Group Home provided the focus children with their individual and social needs and that the focus children were happy in the Group Home.

Tracking and Adjustment (5 Good Tracking and Adjustment Process)

Tracking and Adjustment Overview: The Group Home has a good tracking and adjustment process in place. The Group Home tracks the focus children's progress and addresses their concerns through weekly group meetings. The Group Home social worker has quarterly meetings with the focus children to address the NSP goals and their progress toward achieving their goals. The Group Home staff members monitor the focus children's behavior, visits, outings, sign in/out logs, and document their progress. The Group Home uses a target behavior rewards system to reward the focus children for positive behavior and progress, and treatment goals are adjusted accordingly. The Group Home social worker is actively involved with the focus children, has one-on-one meetings with the focus children when requested, meets with the focus children regularly to discuss NSP goals and encourages the focus children to make progress toward achieving NSP goals. The Group Home's social worker can be reached anytime of the day or night to advise the Group Home staff on matters involving a placed child as well as talking to placed children on the phone to counsel and advise them when a child has a request or experiencing behavior problems. Regular monitoring and tracking of the focus children's status is communicated between the Group Home, the DCFS CSWs and the

DPO. The Group Home will continue to meet the focus children's needs and comply with DCFS and Community Care Licensing regulations.

What's Not Working Now and Why (Score/Narrative of Opportunities for Improvement)

Teamwork (4 Minimally Adequate To Fair Teamwork)

Teamwork Overview: The Group Home involves some of the important supporters and decision makers in the focus children's lives. The team consists of the Group Home social worker, the Group Home supervisor, the Group Home facility manager, the primary child care worker at the Group Home, the DCFS CSW, and in the case of the child under dual supervision, the DPO. Each team member has a fair working system in which they communicate with some of the team members and work collaboratively. However, this work is done without input from the whole team; there have been no face-to-face meetings that include all team members.

The Group Home and the focus children are aware of who the key people and team members are. However, there have been no meetings in which all the team members, family members or important adults in the focus children's lives have come together to discuss the children's progress, case plan goals, and overall well-being. Each of the focus children reported having monthly meetings with their DCFS CSWs, their primary Group Home staff, and participating in weekly therapy with the Group Home therapist. However, none of the focus children could recall a meeting with all their team members present.

The DPO for the third focus child reported that she was unsuccessful in scheduling a meeting with the Group Home staff, DCFS CSW, and the focus child; it was difficult for all parties to agree on a date that all would be available. One DCFS CSW reported that although he is in constant contact with the Group Home facility manager and the Group Home supervisor, he has not been included in a team meeting with all the key players in the focus child's life; he meets only with the focus child or he may have regular telephone contacts with the Group Home staff.

NEXT STEPS TO SUSTAIN SUCCESS AND OVERCOME CURRENT CHALLENGES

In April 2014 OHCMD FFA and Group Home quality assurance section provided the Group Home with technical support related to findings indicated in the 2013-2014 contract compliance review. The technical support addressed SIR guidelines and procedures for submitting SIRS timely and properly cross-reporting via the ITrack database system, maintenance of age-appropriate and comprehensive monetary and clothing allowance logs, maintenance of a detailed sign in/out log for placed children, ensuring children's bedrooms are well-maintained, and ensuring that employees who transport children have a valid California driver's license.

In August 2015, the quality assurance reviewer met with the Group Home to discuss the results of the quality assurance review and to provide the Group Home with technical support to address methods for improvement in the areas of Safety and Teamwork. The Group Home submitted the attached quality improvement plan (QIP). OHCMD quality assurance staff will continue to provide ongoing technical support, training, and consultation to assist the Group Home in implementing their QIP.

Fields Comprehensive Youth Services, Inc
Quality Improvement Plan (QIP)
County of Los Angeles Department of Auditor Controller
Children's Group Home Ombudsman Division

September 17, 2015

I. <u>Safety</u>

The degree to which the Group Home ensures that the child is free from abuse, neglect, and exploitation by others in his placement and other settings

(Safety): An incident occurred where a minor spayed another minor with a cleaning chemical. During chore time a minor grabbed the Lysol saying he needed to spray his room, Staff was redirecting minor to return the spray and he would spray the room. Minor sprayed a peer in the face, staff immediately took minor into the bathroom and assisted minor with flushing his eyes with cool water, staff obtained the Lysol from other minor who thought the issue was funny. Minor was upset because staff informed the Director he was making threats and being disrespectful and he bumped staff and began making threats, the staff he was upset with moved out of minors path and handed the situation over to another staff minor refused all and ran outside and scratched staff's car as Director and the police arrived. Peer requested/insisted he wanted to press charges and the police were notified and when officers came out minor was arrogant and disrespectful and minor was detained and taking into custody. **Future plan to ensure minors do not have access to cleaning chemicals and other safety hazardous products and increased supervision during chore time.**

Quality Improvement Plan:

During chore times and/or anytime cleaning supplies or hazardous products are needed, staff will ensure that they are the only ones to handle the product for the minor and stay with the minor to directly supervise the chore and/or clean up that is taking place. Staff will then secure the cleaning product immediately after use. Pro-Act training will be provided for all staff (refresher for Pro-Act trained staff) as well as initial Pro-Act for all new staff within 3 months of hire, the training will be provided by Care Provider Pro-Act Trainer. The estimated time for upcoming Pro Act training initial and refresher is November 11th & 12th of 2015

- Plan to prevent reoccurrence: The quality improvement plan will be reviewed with all staff and they will be held accountable to ensure the QIP is being adhered to at all times. The Group Home Supervising Manager will ensure the Group Home Facility Managers are continually monitoring to ensure staff are adhering to the QIP on Safety with regards to the utilization of cleaning/hazardous products as well as directly supervising whenever the products are being used.

- Person responsible for implementing quality improvement plan: Group Home Supervising Manager and/or Executive Director

- Person responsible for monitoring to ensure quality improvement plan remains implemented: Group Home Facility Managers

II. **Teamwork**

The degree to which the "right people" for the child and family have formed a working Team that meets, talks, and makes plans together.

(Teamwork): No team meetings consistently conducted with all the key players in the minors life

Future plan to ensure that regular team meeting with all pertinent players in the minor's life and establish effective teamwork to help and support the minor to make his placement successful.

Quality Improvement Plan:

The Group Home Supervising Manager will immediately contact each minor's CSW/PO, verbally and in writing address this concern and to ensure we are all on the same page regarding these team meetings and the importance of making sure they occur quarterly to ensure the minors are getting the support needed for them to address progress and concerns to be successful in our program. The concern will also be forwarded to CSW's supervisor, GH Therapist, Parents/Family and all efforts will be documented. As far as the actually team meetings, the Group Facility Managers will contact the CSW/PO (also forwarding the written request to all key people in the minor's life) a month prior to the Quarterly Team Meeting to ensure ample time for all parties to make adjustments to schedules and solidify a date where everyone can agree on.

- Plan to prevent reoccurrence: Supervising Manager will address these concerns at intake with CSW/PO and/or placing party. All team meeting request will be followed up in writing and if cooperation becomes an issue the Supervising Manager will follow up with Supervisors and/or OHCMD as well.

- Person responsible for implementing quality improvement plan: Group Home Supervising Manager and/or Executive Director

- Person responsible for monitoring to ensure quality improvement plan remains implemented: Executive Director and/or Group Home Supervising Manager as well as Group Home Facility Managers

If you have any questions regarding the above Quality Improvement Plan please feel free to contact me at 909 376-4148 or Towana Bryant at 909 945-1318

Respectfully Submitted,

Arby E. Fields
Executive Director