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February 23, 2016

To: Supervisor Hilda L. Solis, Chair
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From: Philip L. Browning
Director

CHILDHELP USA FOSTER FAMILY AGENCY 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 Childhelp USA Foster Family Agency (the FFA) in April 2015. The FFA has one licensed office located in the Third Supervisorial District and one in San Bernardino County. The offices provide services to the County of Los Angeles DCFS foster children. According to the FFA's program statement, its stated mission is, "to provide foster care and treatment for abused and neglected children while re-unification services with their families are being explored and/or completed."

The QAR looked at the status of the placed children's safety, permanency and well-being during the most recent 30 days and the FFA's practices and services over the most recent 90 days. The FFA 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 FFA provided the attached approved Quality Improvement Plan (QIP) addressing the recommendations noted in this report. In September 2015, OHCMD Quality Assurance Reviewer met with the FFA to discuss results of the QAR and to provide the FFA with technical support to address methods for improvement in the area 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
Diana Correa, Chief Executive Officer, Childhelp USA FFA
Lajuannah Hills, Regional Manager, Community Care Licensing Division
Lenora Scott, Regional Manager, Community Care Licensing Division

CHILDHELP USA FOSTER FAMILY AGENCY
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 Childhelp USA Foster Family Agency (the FFA) in April 2015. The purpose of the QAR is to assess the FFA's service delivery and to ensure that the FFA 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 FFA's service delivery during the most recent 90 day period.

For the purpose of this QAR, three children's case files were reviewed and the focus children were observed in their certified foster homes. Only one focus child was interviewed, as the other two focus children were pre-verbal. Interviews were also conducted with one Department of Children and Family Services (DCFS) Children's Social Worker (CSW), the DCFS CSW for two of the focus children, one DCFS Supervising Children's Social Worker (SCSW), as the case-carrying DCFS CSW was unavailable, three FFA staff members, and four certified foster parents.

At the time of the QAR, the placed children's average number of placements was two, their overall average length of placement was seven months and their average age was three. The focus children were randomly selected. Two of the focus children were also included as part of the sample for the 2014-2015 Contract Compliance Review.

QAR SCORING

The FFA 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 FFA staff, DCFS CSWs, service providers, and the children. The minimum acceptable score is 6 in the area of Safety and 5 in all remaining areas.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Safety - The degree to which the FFA ensures that the child is free of abuse, neglect, and exploitation by others in his/her placement and other settings.	6	5	**Good Safety Status** - The focus children are generally and substantially avoiding behaviors that cause harm to self, others, or the community and are generally free from abuse, neglect, exploitation, and/or intimidation in placement.
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 FFA 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, FFA staff, caregivers, caseworker, and team members have confidence will endure lifelong.
Placement Stability - The degree to which the FFA 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	6	**Optimal Stability** - The focus children have optimal stability in placement settings and enjoy positive and enduring relationships with primary caregivers, key adult supporters, and peers. There is no history of instability over the past 12 months and little likelihood of future disruption. Only age-appropriate changes are expected in school settings.
Visitation - The degree to which the FFA 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 members/Non-Related Extended Family Members (NREFMs) through appropriate visits and other connecting strategies. Most appropriate family/ NREFMs has regular visits.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Engagement - The degree to which the FFA staff working with the child's 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 FFA staff, DCFS CSW, certified foster parents and the focus children feel heard and respected. Reports indicate that good, consistent, efforts are being used by the FFA staff as necessary to find and engage the focus children, caregivers and other key people. Useful accommodations are used to provide scheduling times and locations based on convenience of appropriate parties. Engagement efforts are made frequently and on an ongoing basis.
Service Needs - The degree to which the FFA 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 usually dependable combination of informal and formal 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.
Assessment & Linkages - The degree to which the FFA 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 are 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.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
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 lives, 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 FFA 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's 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 FFA is providing the services that correspond with each focus child's Permanency Plan. The FFA demonstrates efforts to support the focus children in achieving the permanency plan requested by DCFS. The FFA social workers ensure meetings are held regularly to discuss permanency options for each of the focus children. The certified foster parents are also supportive of the focus children's permanency plans. The FFA also ensures the focus children are visiting with their family members and other important people in their lives to ensure these bonds are maintained and are lifelong.

The first and second focus child are siblings. Their permanency plan is family reunification with their mother and father. Their concurrent plan is Permanent Planning Living Arrangement (PPLA). According to the DCFS CSW, the focus children do not want to reunify with their parents. The certified foster parents stated that they are committed to the focus children and are willing to keep the

children as long as necessary. The FFA and DCFS CSW have tried to get the parents more involved, but it has been difficult for the parents to visit. The parents have not visited the focus children for approximately three months. There are no plans for adoption or legal guardianship at this time.

The third focus child's permanency plan is family reunification with her mother; however, the child's mother is not complying with the case plan and reunification services for her father have been terminated. DCFS has recommended the termination of parental rights. There is an assigned DCFS Adoptions CSW; the process of adoption of the focus child by her certified foster parents has been initiated. Additionally, the certified foster parents and the FFA social worker are working together to have an older sibling placed in the certified foster parents' home, as they would like to adopt both children. The certified foster parents reported that the FFA is supporting their efforts to adopt the children.

Placement Stability (6 Optimal Stability)

Placement Stability Overview: The FFA is providing optimal stability, and the focus children enjoy positive and enduring relationships with the certified foster parents and key adult supporters. The certified foster parents appear genuinely concerned about the focus children's well-being and demonstrate being committed to the focus children. The FFA takes responsibility in ensuring the children receive the treatment needed for them to become stable in all areas. The FFA ensures that the certified foster parents receive support and training to provide for the children's needs.

The first focus child reported that he and his two and one-half year-old sister, the second focus child, have no problems with their foster parents or with the FFA staff. He expressed his desire for him and his sister to remain in their current foster home. The two focus children love their foster home and they appear attached to the certified foster parents and their family. The first focus child referred to the certified foster parents' son as the person that he talks to about his needs and that he is also supportive of him. His sister, the second focus child has become attached with the certified foster mother who is teaching her to speak both English and Spanish.

The third focus child is happy in her current certified foster home, and she appears to enjoy and trust her foster parents. The certified foster parents stated that they love the child and want her to remain in their home. The certified foster parents and the focus child appear to have a close relationship.

There have been no placement disruptions for any of the focus children, and it appears that the relationships developed will endure lifelong.

Visitation (5 Substantially Acceptable Maintenance of Visitation & Connections)

Visitation Overview: The FFA has maintained substantially acceptable family connections for the three focus children. The FFA social workers, the certified foster parents, and all the team members follow the visitation recommendations made by the DCFS CSWs and Court orders. The certified foster parents keep records of the children's visits with their relatives, approved visitors and outside contacts, and missed visits are rescheduled in a timely manner. In general, the FFA is effective in maintaining family connections for the focus children. The FFA communicates visitation information and orders with the certified foster parents. The FFA and the certified foster parents are supportive of the visits. The certified foster parents have been cooperative and transport the children to visits with their families.

The first and second focus children have court-approved weekly monitored visits with their parents. According to the certified foster parents, the children's visits with their parents were going well. The parents were engaged with the children, playing games and were appropriate. The mother would bring candy for the children when she visited, which they seemed to enjoy. On one occasion, the certified foster parents invited biological mother to a family member's birthday party, arranging transportation to ensure that she could spend time with the children at the party. Lately, however, the focus children have only had telephone contact with their mother, as their father has been ill. According to the first focus child, he and his sister have had about five visits with their mother and father, and only one visit with their sisters. The certified foster parents provide transportation to and monitoring of the visits.

The third focus child has bi-monthly monitored visits with her mother; however, mother is inconsistent with visitation. The certified foster parents transport the child to the visits. The focus child does not have visits with her father. The focus child also has a sister living in Southern California; the certified foster parents transported the child two hours each way for a visit with her sister.

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

Safety (5 Good Safety Status)

Safety Overview: The FFA complied with the procedures and protocols and made reports to the Child Protection Hotline and reported Special Incident Reports (SIRs) in a timely manner during the past 30 days. The FFA took responsibility for the safety of the focus children. The focus children reported that they were safe and well cared for by their foster families. Based on the interviews conducted with the focus children, DCFS CSWs and the FFA staff, it was reported that the focus children experienced highly safe living situations with foster parents who are reliable and competent. The focus children have not shown any suicidal behaviors or exhibited any self-injurious behaviors in the past 30 days.

The FFA has ensured protective strategies for the children and their safety status. The FFA conducts training on different topics to assist certified foster parents in recognizing problems that may pose a safety risk to placed children. The FFA also trains its social workers to have regular contact with all those involved in the children's lives. The FFA ensures that the children are in safe homes that provide for the children's basic needs, shelter, food, and clothing. The FFA social workers meet with the focus children weekly to check on them, interview them alone, and ensure there is always adequate food and clothing for them in the foster homes.

The FFA submitted a total of eight SIRs via I-Track database in the last 30 days. One of the SIRs involved the third focus child, who had a non-life threatening medical issue. Further, the Out-of-Home Care Investigations Section investigated an allegation of physical abuse and general neglect at one of the foster homes. The referral was closed as inconclusive. However, during the course of the investigation, the FFA disclosed that the same certified foster mother had left placed children in the care of someone who was not cleared to supervise the children. The FFA decertified that foster parent.

The first focus child stated that he felt safe in the certified foster home and that he and his sister, the second focus child, have never been hurt by their foster parents or anyone in the foster home. Based

on observations of the interactions between the certified foster parents and the pre-verbal second and third focus children, there appeared to be a close attachment, and trust between the foster parents and the children. The focus children appeared happy, healthy, and well cared for by their certified foster parents.

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 FFA makes consistent good efforts to engage the age-appropriate focus children and key people involved in all three focus children's lives in decisions that are being made for the focus children. The FFA reported that the focus children have regular contacts with their DCFS CSWs, family members, and other key people involved in their lives. The FFA Director, FFA Assistant Director, and FFA social workers meet regularly with the certified foster parents to discuss strengths and concerns regarding the focus children. Furthermore, the FFA ensures that connections are made between the focus children and the certified foster parents. The FFA social worker conducts weekly visits to the certified foster homes to assess their care and supervision, as well as the relationship between the focus children and the certified foster parents. The FFA maintains regular telephone communication with the certified foster parents and the DCFS CSWs. The certified foster parents expressed their clear understanding of the children's strengths and needs and their efforts to help children to progress and succeed in their placement.

The DCFS CSW for two of the focus children reported that the FFA is very good about keeping her informed and engaged regarding the children's progress, the services the focus children received and activities in which the focus children were involved. According to the FFA, the focus children may contact their DCFS CSWs whenever they want. The FFA has built good rapport with the DCFS CSWs. The FFA conducts weekly visits to assess the care the children are receiving from the certified foster parents, and they keep the DCFS CSWs informed of the progress the children are making. All the certified foster parents interviewed gave the FFA high remarks for being supportive and involved in the care of the focus children. All parties interviewed, including the DCFS SCSW, are in agreement that engagement efforts are made by the team members on a regular basis, and reasonable efforts have been made by the FFA to engage all team members.

Service Needs (5 Good Supports & Services)

Service Needs Overview: The FFA provides a good and substantial array of supports and services that substantially match intervention strategies identified in the focus children's case plans. The FFA social workers collaborate with the DCFS CSW and the foster parents to develop Needs and Services Plan (NSP) goals for the children. The FFA ensures that the first focus child attends regular counseling sessions and weekly in-home therapy. The FFA social workers visit the focus children regularly to check on their safety, progress and well-being. The FFA ensures the required services for the focus children are in place, and the FFA is in constant contact with other service providers, including medical, dental, and mental health.

The first focus child had been receiving mental health services to address anger management and temper tantrums. The focus child's clinician shared that the child has been receiving services through her clinic. The focus child is currently receiving tutoring one time per week to assist him with his school work. His younger sister, the second focus child, is learning to speak English, as well as Spanish, the primary language of the certified foster parents.

The third focus child is in the process of being adopted by her certified foster parents. She has an assigned DCFS Adoption CSW, who has a good working relationship with the certified foster parents. According to the focus child's foster mother, the FFA social worker provides case management and weekly visits to the foster home, and is very supportive of the foster family.

The FFA social workers and the certified foster parents provide support to assist the focus children in making progress towards their case plans.

Assessment & Linkages (5 Good Assessments and Understanding)

Assessment & Linkages Overview: The focus children's functioning, challenges, earlier life traumas and support systems are generally understood by all parties involved. Information necessary to understand the focus children and their families' strengths, needs, and choices are frequently updated. The FFA assesses the focus children's needs and provides intervention for them to function effectively in daily settings. The services and supports are regularly assessed and modified to ensure progress is being made toward case plan goals. The FFA provides services required to help the focus children and supports them to make their placement successful. Based on the interviews conducted, the FFA seems to have a good assessment and understanding in the functioning and support systems for the focus children.

The FFA ensures each focus child's medical, dental, and mental health appointments take place, as required. The FFA social workers reported that the DCFS CSWs are made aware of the focus children's progress toward achieving their NSP goals via telephone calls and emails. The DCFS CSW reported having face-to-face contacts with the FFA staff and certified foster parents when she makes her monthly visits with the focus children, and is in regular contact with the FFA social worker and foster parents by telephone and emails.

The first and second focus children attend church with the certified foster parents. The first focus child also participates in basketball, and he is a member of the Boy Scouts. The third focus child, although pre-verbal, is encouraged to participate in extracurricular activities and is being provided with Art Therapy by her certified foster mother, who is an Art Therapist.

The FFA is helping all three focus children achieve their goals. All three focus children appear comfortable in their placements. Based on observations of the focus children, the young, pre-verbal focus children share loving relationships with their respective certified foster parents. The certified foster parents expressed that they are happy with the focus children in their homes and expressed no concerns.

Tracking & Adjustment (5 Good Tracking and Adjustment Process)

Tracking & Adjustment Overview: The FFA tracks each focus child's progress through visits with each child, at least twice per month. The FFA social worker tracks the school-aged focus child's academic performance in school, the child's involvement in extracurricular activities, as well as his attendance in therapy. The FFA social workers discuss any concerns that may have occurred on the children's visits with relatives, the children's progress and behavior at their homes.

FFA social workers meet alone with the focus children, as well as with the certified foster parents at the foster homes. FFA social workers address the focus children's NSP goals, concerns, and progress with age-appropriate foster children and with the certified foster parents, and assist the certified foster parents in helping the focus children make progress toward achieving their goals. The foster parents and the FFA social workers monitor the focus children's behaviors, children's visits with relatives, and maintain records of the children's progress and behavior. The FFA determines if the focus children are making progress towards their NSP goals by observing if there is a reduction in incidents, occurrences and acting-out behaviors exhibited by the focus children. Progress is also determined by what foster parents observe and report. The FFA's intervention strategies, supports, and services provided generally reflect the focus children's needs. Regular monitoring and tracking of the focus children's status is communicated between the FFA, DCFS CSWs, certified foster parents and the focus children.

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

Teamwork (4 Minimally Adequate to Fair Teamwork)

Teamwork Overview: The FFA reflects a fairly coherent pattern of effective teamwork with most of the people who were identified as being important in the children's lives and a part of their team. The FFA is familiar with who the team members are for each focus child. The first focus child, who is very articulate, was aware of the people who are in his life and part of his support team.

The FFA makes efforts to involve some of the important supporters and decision makers in the focus children's lives. However, based on the QAR, it was determined that all the team members do not meet regularly. Further, the focus children's family members have not participated in any team meetings. According to the FFA, their social workers are mandated to have regular contact with the children, the foster parents, biological parents, and all other responsible adults involved in the children's lives. The FFA social workers have weekly face-to-face contacts with the children and the foster parents. Usually, when the FFA social workers visit the certified foster homes, they meet with the placed child and the certified foster parent. If the FFA social worker is aware of the DCFS CSWs' visit to a placed child, the FFA's social worker makes arrangements to meet with the DCFS CSW at the certified foster home. The FFA is working towards having more team meetings, to provide an opportunity for all the team members to come together.

According to the DCFS CSW for the first and second focus children, she has met with the FFA social worker, the two focus children and the certified foster parents to discuss the children's strengths, goals and progress, as well as any concerns.

There appears to be a disconnect in the relationship between the third focus child's certified foster parents and the case-carrying DCFS CSW. They feel that the case-carrying DCFS CSW has not

assisted them in their efforts to adopt the focus child. Improving this relationship would provide additional assistance to the certified foster parents in the adoption process. Further, the FFA's social worker is aware of their discontent and has been supportive of the certified foster parents, however, no meeting has been requested with the DCFS CSW to address or resolve any issues.

NEXT STEPS TO SUSTAIN SUCCESS AND OVERCOME CURRENT CHALLENGES

In June 2015, OHCMD provided the FFA with technical support related to findings indicated in the 2014-2015 Contract Compliance Review. Technical support consisted of the following: addressing Community Care Licensing citations and discussing/maintaining full compliance with Title 22 regulations; preparation of comprehensive and timely NSPs; obtaining or documenting efforts to obtain the DCFS CSW's authorization to implement NSPs; having procedures in place to ensure that all employees receive criminal clearances in a timely manner, and to ensure that children are encouraged and assisted in creating and updating a life book/photo album.

In October 2015, OHCMD Quality Assurance staff met with the FFA to discuss the results of the QAR and provide the FFA with technical support to address methods for improvement in the areas of Safety and Teamwork. The FFA submitted the attached Quality Improvement Plan (QIP). OHCMD Quality Assurance staff will continue to provide ongoing technical support, training, and consultation to assist the FFA in implementing their QIP.

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To: **Patricia Bolanos-Gonzalez, Children Services Administrator II**
Kirk Douglas Barrow, M.A., M.S. Children Services Administrator I
DCFS Out-of-Home Care Management Division

Date: **November 13, 2015**

Subject: **Quality Improvement Plan (QIP)**

Facility: **Childhelp Inc. - Foster Family Agency**
Facility Numbers: 366404114, 197801357
Diana Correa, Executive Director of Program Operations-CA
Angelique Yoshikawa, Quality Improvement Manager
Patricia Old, Program Director
Colleen Lyon, Assistant Director

Safety:

FFA QAR Rating: Good Safety Status

Quality Improvement Plan:

Childhelp FFA will continue to focus of child safety. Childhelp FFA will continue to comply with the procedures and protocols by making calls to the Child Protective Hotline and report Special Incident Reports (SIR's) in a timely manner. Childhelp FFA will continue to conduct trainings on a variety of topics to assist the Certified Foster Parents in recognizing problems that may pose a safety risk to placed children. Childhelp FFA Clinical Coordinators (Social Workers) will continue to provide regular contact with all those involved in the children's lives. Childhelp FFA Clinical Coordinators (Social Workers) will continue to ensure that the children are in safe homes that provide for the children's needs. If and when a situation arises that puts a child's safety in jeopardy, Childhelp FFA Clinical Coordinators (Social Workers) will report the incident immediately to their direct supervisor and/or Program Director and the team will look at all possible options for ensuring safety for the foster child. A child's safety is always the upmost importance for Childhelp FFA. Protocols are in place and have been implemented.

Teamwork:

FFA QAR Rating – Minimally Adequate to Fair Teamwork

Quality Improvement Plan:

Childhelp FFA will continue to collaborate with the members of the child's treatment team including biological family members (if applicable and appropriate), CSW's, Adoption CSW's (if applicable), etc. In our efforts to provide teaming and engagement with the DCFS CSW's, Childhelp FFA Clinical Coordinators (Social Workers) will be trained by the Program Director on December 3, 2015 on coordinating and conducting team meetings. The Program Director will train the Certified Foster Parents during the January 2016 foster parent training. Once all program staff and foster parents are trained, CSW's and biological family members (if applicable and appropriate) will be invited to the team meetings. These team meetings will take place on a quarterly basis in conjunction with the child's Needs and Services Plan (NSP's). Childhelp Clinical Coordinators (Social Workers) will be responsible for scheduling and inviting the CSW and biological family members (if applicable and appropriate). These team meetings will begin to take place in February of 2016 after all program staff and foster parents have been trained.

Patricia Old, M.A., A.T.R.