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DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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February 18, 2016

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

OLIVE CREST 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 Olive Crest Foster Family Agency (the FFA) in May 2015. The FFA has four offices, one located in the Fourth Supervisorial District, one located in the Fifth Supervisorial District and two offices located in Orange County. The offices provide services to the County of Los Angeles DCFS foster children and youth. According to the FFA's program statement, its stated mission is, "to provide stability and belonging in the lives of the most needy children in our society while making every effort to reunify the placed children with their natural family."

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 seven of nine 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 addressing the recommendations noted in this report. In October 2015, the OHCMD quality assurance reviewer met with the FFA to discuss the results of the QAR and to provide the FFA 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
Donald A. Verleur, CEO, Olive Crest Foster Family Agency
Lajuannah Hills, Regional Manager, Community Care Licensing Division
Lenora Scott, Regional Manager, Community Care Licensing Division

OLIVE CREST 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 Olive Crest Foster Family Agency (the FFA) in May 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 children'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, interviews were conducted with three focus children, three Department of Children and Family Services (DCFS) Children's Social Workers (CSWs), three FFA social workers, and three Certified Foster Parents (CFPs). DCFS records and FFA files were reviewed.

At the time of the QAR, the placed children's average number of placements was five, their overall average length of placement was four months and their average age was thirteen. The focus children were randomly selected. None of the focus children were in 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 six in the area of Safety and five 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 children are free from 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 30 days.
Permanency – The degree to which the children are living with caregivers, who are likely to remain in this role until the children reach adulthood, or the children are in the process of returning home or transitioning to a permanent home and the children, 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 children'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 last 12 months, with none in the past six months. The focus children have established positive relationships with primary caretakers, key adult supporters and peers in those settings. Any known risks are now well controlled.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Visitation - The degree to which the FFA staff support important connections being maintained through appropriate visitation.	5	5	**Substantially Acceptable Maintenance of Visitation & Connections -** Generally effective family connections are being sought for all significant family/Non-Related Extended Family Members through appropriate visits and other connecting strategies.
Engagement - The degree to which the FFA staff works with the children, 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 children's strengths and needs.	5	6	**Optimal Engagement Efforts** - To an optimal degree, a rapport has been developed, such that the FFA staff, DCFS CSW, CFP and the focus children feel heard and respected. Reports indicate that excellent efforts are being used by the FFA staff as necessary to find and engage the focus children, caregivers and other key people.
Service Needs - The degree to which the FFA staff involved with the children, work toward ensuring the children's needs are met and identified services are being implemented and supported and are specifically tailored to meet the children's unique needs.	5	6	**Optimal Supports and Services** - An excellent array of supports and services fully matches intervention strategies identified in the case plan. The services are substantially helping the focus children make progress toward planned outcomes.
Assessment & Linkages - The degree to which the FFA staff involved with the children and family understand the children'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 interventions and supports are substantially recognized and well understood.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Teamwork - The degree to which the "right people" for the children and family have formed a working team that meets, talks, and makes plans together.	5	4	**Minimally Adequate to Fair Teamwork** - The team contains most of the important supporters and decision makers in the focus children's lives, including informal supports. The team has formed a dependable working system that meets, talks, and plans together and 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 children and family is carefully tracking the progress that the children are 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 to the team of the focus children's status and service results is occurring.

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 has established and maintained good permanency efforts with the focus children. The primary permanency and concurrent goals were appropriately developed and processed in a timely manner. The FFA demonstrates efforts to assist the focus children in achieving permanency and ensures that the treatment team is aware of each focus child's permanency plan. The FFA maintains constant communication with the DCFS CSWs and the CFPs to ensure permanency plans are being implemented.

The first focus child's permanency plan is family reunification and the concurrent plan is adoption. The DCFS CSW's recommendation is for the focus child to reunify with his birth father. The focus child reported that he wants to reunify with his father. The focus child visits with his birth father every weekend. The CFPs are supportive of the focus child's permanency plan and visitation. This is apparent by the CFPs advocating for the focus child to have an extended visit with his father over a long holiday weekend, which was approved by the Court.

The second focus child's permanency plan is legal guardianship with his CFP and his concurrent plan is Planned Permanent Living Arrangement (PPLA). The CFP is very interested in pursuing legal guardianship of the focus child, and the focus child wants this as well. The DCFS CSW is aware that both the focus child and the CFP are in agreement with moving forward with guardianship, and supports this plan.

The third focus child's permanency plan is family reunification and the concurrent plan is adoption. The focus child wants to be reunified with her birth mother, but she also realizes that her mother is experiencing many difficulties. The focus child's visits with her birth mother and her maternal grandmother are sporadic due to her biological mother always encountering challenges. The focus child likes her certified foster family and has adjusted well. The foster family has a biological daughter about the same age as the focus child. The girls have developed a close relationship and sister-like bond. The FFA's recommendation is for the focus child to remain with the foster family while the focus child's mother works toward reunification. The DCFS CSW reports that family reunification services will continue for the focus child and her mother. The DCFS CSW also reported being pleased that the focus child and her certified foster family are a good match.

The FFA and the DCFS CSWs work together in the best interest of the focus children. The FFA CFPs and the FFA staff are supportive of the focus children and their families. They are also supportive of ensuring permanency for the focus children, as they provide transportation to the visits with their families to ensure family ties are maintained. If reunification fails, the CFP for the second focus child would like to provide a permanent home for the focus child in their care through legal guardianship.

Placement Stability (5 Good Stability)

Placement Stability Overview: The FFA is providing good stability for the focus children. The children experience positive relationships with the CFPs and the FFA staff. Each of the focus children stated that they really like living with their certified foster families. All of the focus children's DCFS CSWs report that the children are in stable living environments.

The first focus child reported that he likes his CFPs, who help him a lot. The DCFS CSW reported that the foster parents are very accommodating. The CFP reported that the focus child is a good communicator, has a great sense of humor, is smart, loves sports, and is a good helper. The FFA reported that the focus child is stable and comfortable in his foster home and his neighborhood, as the focus child walks to school and plays with the neighbor across the street.

The second focus child shared that his CFP accepts him as he is. His certified foster mother described the focus child as super kind, funny, smart, helpful, always rooting for the underdog, and obedient. She also reported that the FFA has been extremely helpful in providing support to the focus child and to her, which has prevented a placement disruption from occurring. The DCFS CSW reported that the CFP was familiar with the focus child prior to being placed with her, which assisted in providing a stable placement.

The CFPs for the third focus child reported that the focus child has really bonded with their biological child, and she is always welcomed in their home and is included in all family activities. The CFPs reported that the focus child is building trust and is becoming more secure in sharing "stories" with

them. The FFA case manager reported that the focus child shared that she is very comfortable in her certified foster home. The DCFS CSW states that there are no plans to replace the focus child from her certified foster family, as she has adjusted well to her placement.

The CFPs interviewed appear to be committed to the focus children and provide a stable and appropriate living environment. The FFA staff reported consistently working with the focus children and their families, as well as the DCFS CSWs to reduce the probability of placement disruption.

Visitation (5 Substantially Acceptable Maintenance of Visitation & Connections)

Visitation Overview: The FFA is generally effective in maintaining family contact and follows the Court's visitation orders. The FFA is committed to ensuring children receive their visitation and they monitor visits when necessary. The FFA is in constant communication with the DCFS CSWs and complies with each focus children's visitation plan. The DCFS CSWs and the FFA staff ensure that the plans are adhered to and that the outcomes of the visits are shared among the key parties for the focus children. Family members and approved visitors are encouraged to maintain contact and visit the focus children.

The first focus child has overnight weekend visits with his father. His certified foster father complies with the visitation order and assists in ensuring family connections are maintained. He also provides transportation. The focus child reported that he enjoys visiting with his father and his siblings. Visits are not occurring between the second focus child and his mother; however, the mother does reach out to the child through social media. The third focus child has sporadic visits with her mother and her maternal grandmother due to her mother not complying with the case plan and visitation orders.

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 FFA is fair. The FFA shared that the safety of placed children is a key focus of the FFA. The focus children reported feeling safe at all times while in their certified foster homes. The DCFS CSWs reported that the focus children were in safe living environments.

The FFA submitted 105 Special Incident Reports (SIRs) via the I-Track database in the last 30 days. None of the SIRs involved the focus children. Six of the SIRs submitted were child safety related. Three incidents involved head injuries, one incident involved child-to-child injury, one incident involved a child being scratched by the family pet, and the last incident involved a child being injured while left in a high chair unattended. The FFA staff addressed these concerns regarding supervision of placed children and intervention by the CFPs.

Although the FFA ensured that protective strategies were in place for the focus children, they fell below the minimum score of six in the area of safety due to the six SIRs which posed a child safety concern. Further, not all SIRs submitted were timely and cross-reported to all required parties in accordance with SIR reporting guidelines.

Due to the child safety concerns raised by the SIRs submitted, OHCMD requested an informal meeting with the FFA in May 2015, to discuss concerns. The FFA was receptive to suggestions provided to ensure the safety of all placed children.

The Out-of-Home Care Investigations Section did not receive any referrals or conduct an investigation regarding the FFA during the last 30 days.

PRACTICE INDICATORS

(Measured over last 90 days)

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

Engagement (6 Optimal Engagement Efforts)

Engagement Overview: Written documentation and interviews with key parties indicate that excellent efforts are being used by the FFA staff to engage the focus children, CFPs and other key people involved in the focus children's lives. Each of the focus children reported being understood and assisted by their CFPs and the FFA staff. The FFA social workers conduct bi-monthly visits with the placed children and the CFPs to discuss the status of the focus children. CFPs provide insight regarding the focus children's progress, issues, and concerns, and key members confer on methods to address their concerns.

The CFPs all reported that the FFA has been exceptional with assisting, supporting and engaging them. The CFPs reported that whenever there is a question that needs to be answered, or a problem that needs solving, the FFA staff has been available.

The CFPs of the first focus child added that the FFA staff has been extremely attentive and helpful. The CFPs also make efforts to engage the family members of the focus children, when appropriate, as demonstrated by the certified foster father of the first focus child who speaks directly with the focus child's father to discuss visitation arrangements.

The CFPs for the second focus child speaks highly of the FFA staff. The CFP reported she does not know what she would have done without the assistance of the FFA. The CFP ran into some roadblocks with the focus child's medical insurance, and she had to make many phone calls and send many e-mails to ensure the focus child received the necessary medical attention. The certified foster mother reported that her strong advocacy for the focus child and the FFA staff's intervention paid off. The DCFS CSW acknowledged the FFA's efforts.

The CFPs for the third focus child reported that the FFA staff has been very helpful and keeps her updated as to any changes regarding the focus child. She also reported that she has regular contact with the FFA staff and the DCFS CSW.

The FFA is accommodating when scheduling meetings and communicating with all the key adult supporters to ensure everyone involved understands the needs and strengths of the focus children. The FFA is dedicated to ensuring the focus children's needs are met, as well as providing support and assistance to assist the focus children in making progress towards their case plan goals. The focus children are encouraged to contact any FFA staff member, their DCFS CSWs or any team member. The FFA is in constant communication with the key members of the focus children's team

by phone, fax, via e-mail, or through face-to-face meetings. The FFA has been exceptional with engaging all key parties regarding the focus children. Great efforts have been and are being made to engage key people.

Service Needs (6 Optimal Supports and Services)

Service Needs Overview: An excellent array of supports and services fully matches intervention strategies identified in the focus children's case plans. The services are helping the focus children substantially to make progress toward planned outcomes. Through collaboration with the key members of the focus children's team, observations by the FFA staff, input from the focus children and ongoing communication, the FFA ensures services are provided to meet the needs of the focus children. The FFA ensures all medical and dental appointments are arranged and that therapy is provided weekly. The FFA encourages participation in extracurricular activities. The CFPs and the FFA provide for the focus children's transportation needs.

The FFA ensures each of the focus children is receiving weekly tutoring and educational support services. The focus children have made progress in school and continue to show academic improvement and increased attendance.

The first focus child is receiving Wraparound services and receives individual therapy through his Wraparound program. He also participates in a weekly program through church where he receives assistance with homework and participates in Bible study. The DCFS CSW reported that the focus child has improved academically and has received two awards at school for outstanding attendance and achievement in math. The focus child stated, "I am becoming a better person."

The second focus child is also receiving Wraparound services and receives individual therapy through his Wraparound program. The focus child sees the psychiatrist monthly for monitoring of psychotropic medication. The FFA and the CFPs ensure the focus child attends his medical and dental appointments. The focus child receives special education services via his Individualized Education Plan. The focus child also participates in the University Academy, one Saturday each month at a local university and recently completed a month-long summer camp, which he enjoyed. The focus child reported that he is receiving the resources that are appropriate for his needs. The FFA staff reported that the CFP has worked tirelessly to ensure the focus child receives the much needed medical care and that appointments are kept.

The third focus child is receiving weekly therapy. The CFP reported the focus child is receiving the necessary services. The FFA case manager reported that the focus child would be referred to the Independent Living Program.

Each of the focus children expressed that they are offered the opportunity to participate in extracurricular activities. Due to the first focus child visiting with his birth father every weekend, it is difficult to enroll him in an extracurricular activity. The second focus child spends a lot of his free time swimming. The third focus child reported that she has chosen not to participate in any extracurricular activities because she wants to concentrate on her schoolwork.

Assessment & Linkages (5 Good Assessment and Understanding)

Assessment & Linkages Overview: The FFA provides good assessments for each of the focus children. The FFA's case managers meet with the focus children bi-monthly to assess their progress and evaluate their needs. The FFA social workers meet with each of the focus children and are continuously assessing their strengths and needs. The focus children's functioning and support systems are generally understood.

All three of the focus children have been linked to therapeutic services. Two of the focus children are receiving Wraparound services and educational support services. The CFPs are supportive of the focus children's participating in activities and assist the focus children to identify activities within the community and enroll the children as needed. Two DCFS CSWs report that the focus children have been linked to the required services and are participating in the necessary services.

Tracking & Adjustment (5 Good Tracking and Adjustment Process)

Tracking & Adjustment Overview: Intervention strategies, supports, and services are being provided to the focus children by the FFA. The FFA staff provides weekly monitoring and daily tracking, and communicates the focus children's status and service results with team members, including the DCFS CSW, teachers, and other key supporters. Progress notes, case plans, Needs and Services Plans (NSPs), and communication with the focus children are used to track implementation of strategies supports and services. Tracking of each focus child's progress occurs weekly. The FFA social worker modifies treatment goals to meet the focus children's needs or when services are not producing desired results. DCFS CSWs expressed good communication and responsiveness by the FFA social workers and staff. Open communication occurs often and provides a good avenue to share information. Each of the DCFS CSWs reported that they receive the focus children's NSPs quarterly. All of the focus children reported being able to speak with a team member whenever there is a need.

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

Teamwork (4 Minimally Adequate to Fair Teamwork)

Teamwork Overview: The FFA has formed a minimally adequate to fair working system that meets, talks, and plans together. The focus children are included as part of the team. The FFA held one face-to-face team meeting in which all of the team members participated to discuss and develop case plan goals for one of the focus children. Although teaming is occurring, team meetings in which all team members are present are not occurring on a regular basis.

The QAR revealed that there are several team meetings being held regarding the focus children. For example, the two focus children receiving Wraparound services participate in regular team meetings. The team includes the Wraparound team, the FFA staff, and the focus children's parents, when appropriate. However, DCFS CSWs are not usually present. Additionally, the FFA social workers conduct bi-monthly visits/meetings with the CFPs and the focus children, however, the DCFS CSWs and focus children's parents are generally not present.

Phone contact, faxes, and e-mails are utilized to ensure communication among the key parties. Information is shared amongst the FFA staff, the CFPs and the focus children. DCFS CSWs for the

focus children reported that they are made aware of the children's progress, and the FFA maintains regular contact with them via phone contact, faxes, or e-mails. The focus children have contact information for all the team members and have access to call them as needed.

Some of the team members function as a somewhat-unified and consistent team in planning services and evaluating results. This is reflected in a coordination of services across some of the service providers for the focus children. The teams could benefit from the participation of all team members. It would be advantageous for the FFA to ensure that the DCFS CSWs, appropriate family members, and other key parties, are made aware of team meetings and that team meetings are scheduled at least quarterly.

NEXT STEPS TO SUSTAIN SUCCESS AND OVERCOME CURRENT CHALLENGES

In January 2015, OHCMD provided the FFA with technical support related to findings indicated in the 2014-2015 Contract Compliance Review, which consisted of the following: Licensure Issues, Facility and Environment Concerns and Maintenance of Required Documentation.

In October 2015, the OHCMD quality assurance reviewer discussed the results of the QAR with the FFA and provided 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.

OLIVE CREST
Strong Families, Safe Kids

1.800.550.CHILD (2445)
www.olivecrest.org

November 6, 2015

Sonya Noil
Children Services Administrator I
Out-of-Home Care Management Division
9320 Telstar Avenue, Suite # 216
El Monte, CA. 91731

RE: Quality Improvement Plan (QIP) for Foster Family Agency Quality Assurance Review

Dear Ms. Noil,

Per your request, we submit the following as our Quality Improvement Plan (QIP) consequent to the finding of our Foster Family Agency Quality Assurance Review conducted May 2015.

The following QIP is therefore submitted for the Departments review:

1. **Item/Area not found in compliance:**

Focus Area: Safety (4 Fair Safety Status)

During the QAR it was determined that Special Incident Reports (SIRs) were not submitted in a timely manner and some were not cross reported, in accordance with SIR reporting guidelines. Part of OHCMD QAR was to review SIRs via ITrack database within the last 30 days that were submitted by FFA. OHCMD noted that the FFA submitted 105 SIRs, six were safety-related.

Agency's Response:

The FFA was cited during the review for not submitting SIR's on time. Consequently, the FFA updated the policy and procedures to ensure that SIR's are submitted on time (please see attachment).

Prior to QAR, SIR procedures were the following:

1. Case Manager completes SIR on ITrack database.
2. Case Manager then emails supervisor regarding SIR.
3. Supervisor makes edits and submits SIR.
4. Supervisor then notifies administrative assistant of SIR.
5. The Administrative Assistant makes a copy of SIR and files.
6. Case Manager is responsible for collecting additional paperwork regarding SIR.

After the QAR, all staff and foster parents were informed of the 24 hour timeframe from the time of the incident. In the past foster parents appeared to think that as long as they reported SIRs to case managers within 24 hours they had followed protocol. The time sensitivity of reporting was not clear. As of June 3rd all incoming foster parents and current foster parents are aware of the SIR protocol and time sensitivity.

reporting was not clear. As of June 3rd all incoming foster parents and current foster parents are aware of the SIR protocol and time sensitivity.

On June 2nd 2015, the FFA supervisor reviewed updates to the in -house SIR policy and procedures with case mangers and the importance of reporting on time and cross-reporting SIR's with County Social Worker, CCL and OHC. The supervisor reviewed new SIR procedures:

1. Case Manager completes ITrack, saves the report and **text or email supervisor**
2. Supervisor will edit and submit SIR.

NOTE: Steps 1 & 2 **MUST** be completed within 24 hours from the time of the incident.

3. Supervisors will make ITrack SIR copies and file them.
4. If addendum has been included after incident, case manager needs to inform supervisor.

During this time the staff was also presented with various examples of SIRs to help ensure all reporting fields were completed. As well as identifying when it was necessary to cross-report CCL and OHC.

Lastly, OHCMD met with FFA in May to address safety concern regarding specific SIRs that were submitted by FFA. After the meeting the FFA supervisor met with case managers to discuss SIRs and requested that addendums be completed by 5/29/15. Each case manager conducted a home visit to addressed incident and followed up with additional training, discussion and/or changes in the home.

2. Item/Area not found in compliance:

Focus Area: Teaming (4 Minimally Adequate to Fair Teamwork)

During the QAR it was determined that the FFA had minimally adequate to fair working system that meets, talks, and/or plans together.

Agency's Response:

On 12/8/15, the FFA supervisor will discuss new Child and Family Teaming (CFT) policy effective 1/1/16. Every quarter, Olive Crest will host a CFT during one of the scheduled home visits at the families home. Olive Crest will invite CSW, birth parents, foster family, and any service provider (if appropriate) to discuss child's care. Case Manager will document the communication to schedule CFT and document who attended. Furthermore, FFA case managers will continue to set up TDMs, Staffings, & CFTs as is necessary.

**Please note that if Birth Parents choose to participate in the CFT meeting location will held at a neutral location.

If any additional information is needed, you may contact me at (562)977-6912

Respectfully,

Michelle Valdivia
Foster and Adoption Supervisor