

# Louisiana



Department of  
**Children &  
Family Services**

*Building a Stronger Louisiana*

2024  
Annual Progress and Service Report  
(APSR)

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**SECTION 1 – COLLABORATION AND VISION**

**A. INTRODUCTION:** The Department of Children and Family Services (DCFS) is the state agency designated to administer and supervise the administration of child welfare services in Louisiana. DCFS provides comprehensive social services and child welfare programs:

- Centralized Intake (receipt of reports of child abuse and/or neglect)
- Child Protective Services
- Family Services (in home preventive and preservation services)
- Foster Care
- Services to Parents (for parents of children in foster care)
- Home Development (services to foster and adoptive parents including recruitment, certification and retention of foster/adoptive families)
- Adoption
- Adoption Subsidy
- Extended Adoption Subsidy
- Adoption Petition
- Guardianship Subsidy
- Extended Guardianship Subsidy
- Interstate Compact on the Placement of Children
- Kinship Navigator
- Transitioning Youth/Independent Living
- Extended Foster Care

The services are provided through administration of several federal programs and grants:

- Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B subpart 1)
- MaryLee Allen Promoting Safe and Stable Families (Title IV-B subpart 2)
- Title IV-E of the Social Security Act
- Chafee Foster Care Independence Program
- Education and Training Voucher Program
- Child Abuse Prevention and Treatment Act Grant (P. L. 104-235)

The organizational structure of DCFS includes an administrative office in Baton Rouge, 9 regional offices and 48 parish offices. Services are available in all 64 parishes of Louisiana, with some parish offices covering more than one parish.

**B. COLLABORATION:** The DCFS remains committed to the involvement of stakeholders in the development and improvement of service delivery. To demonstrate this commitment, the department will continue to engage in collaborative processes, and some of the most significant stakeholders are as follows:

1. **Committees, Workgroups and Partnerships with Public Agencies and Entities:** (Please refer to the Quality Assurance and Agency Responsiveness to the Community Systemic Factor sections of this plan for additional stakeholder involvement and activities.)

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a) **The Louisiana Court Improvement Project (CIP),**

The Pelican Center for Children and Families (Pelican Center) administrates the Louisiana Court Improvement Program (CIP) on behalf of the Louisiana Supreme Court. (Please refer to the training portion of this plan for additional information on the Pelican Center). Louisiana has a decentralized court system consisting of independent court districts with elected judges. An enormous cooperative effort among local courts and state and parish agencies is required to comply effectively with state and federal child welfare mandates. The CIP, DCFS, and other legal and child welfare stakeholders are partnering together on multiple strategies, including:

Enhance Collaboration: The CIP supports best practice and collaboration among child welfare and legal stakeholders serving families and children. The CIP, Court Appointed Special Advocates (CASA), alliance of state universities, and DCFS have collaboratively developed a multi-disciplinary training academy that provides a vehicle for exchange of data, identification of challenges, recognition of promising practices, and strategies for statewide improvement. The annual “*Together We Can*” Conference and other multi-disciplinary and joint trainings provide interdisciplinary education and training to DCFS and child welfare and legal stakeholders.

Increase Support for Children and Families: The CIP and DCFS continue efforts to prevent the need for removal of children from their homes, decrease the number of children entering foster care, decrease the number of children experiencing repeat maltreatment; increase the number of children who have permanency and stability in their living situations; and improve engagement of the entire family, extended family members, fictive kin, and foster parents.

Provide High Quality Legal Processes: The CIP and DCFS promote due process in legal proceedings; assure timely, thorough, and complete court hearings; and improve judicial performance in courts presiding over Child in Need of Care (CINC) cases.

Improve Safety Decision-Making: The CIP and DCFS train child welfare and legal stakeholders on Louisiana’s Child Welfare Assessment and Decision Making Model (CWADM) to ensure concerted efforts are made to assess and manage the risk and safety concerns that bring children to the attention of the DCFS.

CIP Update FFY 2021: Continuous Quality Improvement (CQI) CIP meetings were held quarterly, which concentrated on the CFSR data and PIP implementation. The CIP CARE Advisory Committee met quarterly to ensure the timely implementation of PIP deliverables that CIP was responsible for implementing as well as the CIP Strategic Plan.

CWADM: The CIP partnered with DCFS to create a training for legal stakeholders on CWADM.

Training: The CIP provided the following trainings: (1) Fundamentals of Child Welfare; (2) Culture S.M.A.R.T.; (3) Safety: Continuous Quality Assessment in Child Welfare

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Cases through Child Welfare Assessment & Decision-Making; (4) Trial Skills Building; and (5) “State in the Interest Of.”

Title IV-E Funding: The CIP partnered with DCFS and the parent and child representation programs and district attorney’s office to establish a procedure for programs to claim Title IV-E funding for representation in CINC cases.

Multi-Disciplinary Representation Program: Attributes of a High-Quality Multi-disciplinary Parent and Child Representation Model were developed for Louisiana. The CIP is currently working with four parishes to implement the models. The CIP is providing technical support to the parishes with regard to roles of team members, funding options, benefits to the model, and successful programs in other jurisdictions. The CIP is helping the parishes identify and overcome barriers to implementation of the model. The CIP has provided information to all legal stakeholders in the pilot parishes about becoming a national Family Justice Initiative (FJI) “demonstration site,” which would bring peer support, assistance with data collection, and national expertise to child and parent representation programs in one or more parishes who agree to become a site. Recently, one of the parishes, Caddo Parish, hired a social worker to work with parents in Child in Need of Care (CINC) cases. The CIP has connected this social worker to national experts and the Orleans Parish Parent Representation Project to provide training. Mental Health Advocacy Service (MHAS) is in the process of hiring social workers for their child representation team in one or more of the pilot parishes. The technical support provided to MHAS is outlined above.

Civil Legal Services: The CIP has hosted a number of meetings with key legal and child welfare stakeholders to develop a strategy to provide collateral civil legal services to families. These legal services will help prevent children from entering foster care and stabilize families that have been involved with DCFS. To date, the CIP has met with the Louisiana Bar Foundation, DCFS, the child representation programs, and the public defenders who represent parents. The CIP has solicited input and expertise from other civil legal service programs in New Jersey, Oklahoma, and Iowa, and the ABA Center on Children and the Law to strategize the referral process and discuss best practices. In addition, the CIP consulted with a national expert on commissioning an Economic Impact Study to analyze and report on the social value return on investment.

Quality Legal Representation: A multi-pronged strategy to increase the quality of representation at the Continued Custody Hearing (CCH) was created. The Louisiana Supreme Court agreed to issue a directive to judges statewide to appoint attorneys at the earliest point possible in CINC cases; and work with court staff to email pleadings to attorneys in advance of the CCH. The CIP has determined how to provide parent contact information to parent attorney programs in advance so that they are prepared for the CCH. An MOU was finalized between DCFS and the child representation programs setting forth a method for consistently providing contact information for the child and their placement to the children’s attorneys.

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An MOU was created among the Louisiana Supreme Court, the public defenders, and the child representation programs that require parent and children’s attorneys to adhere to specific performance standards. The performance standards include practices that have been identified by the Family Justice Initiative (FJI) in the “Attributes of High-Quality Legal Representation for Children and Parents in Child Welfare Proceedings” and Louisiana legal stakeholders. The MOU has been written and the CIP will be meeting soon with the signatories to the agreement to complete the document.

Foster Caregiver Project: A Foster Parent Progress Form was created for foster caregivers to complete and submit to DCFS to provide valuable information to DCFS, CINC parties, CASA, and the court regarding the care and treatment of the child in their care. “Foster caregiver” includes foster parents, pre-adoptive parents, and relatives caring for a child involved in a CINC case. A procedure for foster caregivers to submit the Foster Caregiver Progress Form prior to any CINC hearing regarding a child in their care has been created. Foster caregivers will submit the form to their DCFS foster care case worker, who will ensure that it is submitted to the court, counsel of record, and CASA (if appointed) prior to and/or at each CINC hearing. Foster caregivers will receive instructions and a legal rights guide along with the form. DCFS policy is currently being updated to align with these new procedures.

Alternatives to Removal: A workgroup was formed to ensure a common understanding among DCFS and legal stakeholders of the legal options available (Instant Safety Plan Orders, Protective Orders, Informal Adjustment Agreements, etc.) to manage safety and prevent children from entering foster care.

Louisiana Child In Need of Care Bench Book for Juvenile Judges: A workgroup was formed to create and publish the Louisiana Child In Need of Care Bench Book for Juvenile Judges, which included template court documents and Bench Cards that reinforce CWADM to ensure sound and reasonable inquiries by judges and attorneys and the importance of timely permanency. The Bench Book is available on multiple online platforms for judges, child welfare, and legal stakeholders to utilize.

My Community Cares (MCC): The CIP partnered with DCFS to continue to implement MCC in four pilot parishes, East Baton Rouge, Rapides, Caddo, and Livingston, to improve service array as well as prevent entries of children in foster care. The CIP expanded MCC to Lafayette and Orleans Parish. The CIP is partnering with DCFS to create a sustainability plan including a plan to expand MCC to all parishes.

**CIP Activities Planned for FFY 2022**: Collaborative efforts will continue between DCFS and CIP to complete the deliverables outlined above. Additionally, the CIP is currently drafting its new five-year strategic plan due June 30, 2021, and those strategies will build upon those initiated in the PIP. These strategies will include, but will not be limited to:

- The CIP will continue to collaborate with DCFS to create a sustainability plan for MCC, including expanding MCC to all parishes.
- Work will continue to ensure consistent use of all available legal options (court ordered safety plans, protective orders, informal or formal FINS, informal

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adjustment agreements, etc.) to manage safety and prevent children from entering foster care. These efforts will include linking families with legal services to address legal challenges families may be experiencing apart from abuse and neglect.

The CIP will continue to train and implement the use of the Bench Book, court documents, and bench cards developed to support the CWADM. Ongoing CQI assessment of court documents and bench cards by DCFS and legal stakeholders will occur. The CIP will collaborate with legal stakeholders to support consistent application of the newly developed affidavit forms, court reports, and orders.

**CIP Update FFY 2022:** The CIP CARE Advisory Committee met quarterly to ensure the timely implementation of PIP deliverables that CIP was responsible for implementing as well as the CIP Strategic Plan. The Continuous Quality Improvement (CQI) CIP Subcommittee met quarterly to analyze relevant qualitative and quantitative data to track the success of the PIP and CIP strategies and propose interventions to the CIP CARE Advisory Committee and other child welfare and legal stakeholders. The CIP also presented data and identified needs, issues, and proposed solutions to the Louisiana Child Representation Protection Commission. Per Louisiana Children’s Code Article 581, this Commission’s purpose is to review the system of representation of children and indigent parents in child protection cases and ascertain the continued effectiveness and efficiency of the system and adequacy of funding and may, at its discretion, issue such reports and recommendations as it deems necessary to ensure the programmatic efficacy and fiscal viability of the system.

**CWADM Project:** The CIP and the DCFS created a training for legal stakeholders on the CWADM model and provided the training to legal stakeholders across the state. The CIP also partnered with the DCFS and child welfare and legal stakeholders to create model bench cards, court documents, court orders, and alternatives to removal documents that are aligned with the new CWADM model. This project incorporated training on the identification of safety threats, child vulnerabilities, and parental protective capacities, and assisted in reinforcing safety and risk principles and supports for timely permanence.

**Training:** The CIP provided the following trainings: (1) Fundamentals of Child Welfare Training; (2) Culture S.M.A.R.T. Training; (3) Safety: Continuous Quality Assessment in Child Welfare Cases through Child Welfare Assessment & Decision-Making Training; (4) Court Simulation Training; (5) State in the Interest Of Training; (6) CINC Benchbook: Introduction and Overview for Legal and Child Welfare Stakeholders Training; (7) Kinship Caregiver Legal Training; (8) Juvenile Prosecutor Training (9) Trust Based Relational Intervention (TBRI) Training; (10) Adverse Childhood Experiences (ACEs) Training; (11) CINC Benchbook: Introduction and Overview for Judges; Qualified Residential Treatment Program (QRTP) Training for Legal and Child Welfare Stakeholders; (12) QRTP Training for Judges; (13) Kinship Caregiver Legal Training; (14) Foster Caregiver Legal Rights and CINC Processes Training; and (15) Service Array/My Community Cares Trainings.

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The CIP supported the following trainings specifically for judges: (1) Juvenile and Family Court Spring Conference; (2) City, Juvenile and Family Court Judge's Conference; and (3) Juvenile and Family Court Judges' Executive Leadership Training.

The CIP provided the following CIP Café's for judges and legal and child welfare stakeholders, which are one hour training environments held once a month: (1) Act 6: Post-Placement Uniformity in Private and Agency Adoptions; (2) Parent Engagement, Support, and Advocacy: Insight From Peer Advocates With Lived Experience in Child Welfare; (3) LEAF Makes History: A Summary of the Foster Youth Bill of Rights in Louisiana; (4) The New Louisiana Law on Permanent Placement of Children in Foster Care: What You Need to Know About Act 350; (5) Human Trafficking of Youth in Louisiana; (6) Placements Available For Children in Foster Care; and (7) Louisiana's Child Welfare System: A Conversation with the First Lady.

Through the Children's Law Advocacy Online website ([clarola.org](http://clarola.org)) provided by the CIP, 39 online trainings were provided to child welfare and legal stakeholders on a variety of child welfare topics. At the Together We Can Conference, 61 sessions were provided on a variety of child welfare topics. There were 750 child welfare and legal stakeholders that participated in this conference. The CIP funded the participation of 39 Louisiana child welfare attorneys to attend the annual American Bar Association (ABA) National Parent Representation Conference; 50 Louisiana child welfare attorneys to attend the NACC Annual Conference; and 4 judges to attend the ABA and Capacity Building Center for Court's Judicial Academy on reasonable efforts. The CIP co-sponsored the Louisiana Public Defender conference and the CINC conference for prosecutors with the Louisiana District Attorney's Association.

Feedback is collected from all trainings listed above through evaluations, pre/post-tests, and comments to improve current trainings, create new trainings and resources, to update current resources (i.e., Benchbook), and propose changes to policies and procedures. The CIP also utilized the feedback to improve practice by raising issues identified to our various CIP committees and workgroups.

- The Together We Can Conference has an online evaluation after each conference. The report reflects the feedback and comments from the attendees. This information is used to address future training needs, to review policies, and inform the various stakeholder groups of areas of practice that may need improvement/changes.
- All full-day and half-day CIP trainings that were provided either online or in-person have evaluation data as well as pre-post-test information from the attendees. This information is collected and compiled into reports for the CIP management teams. This helps to identify issues requiring more clarity or recommendations for policy and/or practice changes.
- All online trainings provided through the CLARO website have pre and post test data collected and compiled. In November 2021, CIP introduced the new learning management system that tracks learning, attendees, and outcomes providing for improved analysis. Six CIP courses were loaded when the system began. There are now over 20 courses. The topics come from previous training feedback or new

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policies and laws. Assessing the improvement of practice is ongoing and additional trainings will be added, as needed, to help the practice of child welfare and courtroom staff.

Trust Based Relational Intervention (TBRI) and the Courtroom Project: The CIP is partnering with the Karen Purvis Institute of Child Development to create a TBRI curriculum and training specifically for Louisiana child welfare and legal stakeholders that is focused on applying TBRI principles in the CINC court process and at CINC hearings.

Trial Skills Building Project: The CIP partnered with the ABA Center on Children and the Law to create a Trial Skills Building training for Louisiana attorneys to improve advocacy in CINC cases. Attendees will learn and role play every aspect of litigation from development of the theory of a case, rules of evidence, qualifying experts and witnesses, all in the context of a CINC case from the Continued Custody Hearing through the Termination of Parental Right Hearing. The training materials include a trial notebook with relevant jurisprudence, evidentiary tips, and other helpful hints for trial practice.

Qualified Residential Treatment Program (QRTP) Project: In preparation for Louisiana's implementation of FFPSA on October 1, 2021, the CIP along with the DCFS staff, met with judges and child welfare and legal stakeholders. Through this project, a QRTP guide was developed, along with Bench Cards, template motions and orders. Trainings were completed on QRTP placement and findings for judges and legal stakeholders.

Title IV-E Funding Project: The CIP partnered with the DCFS and the parent and child representation programs and district attorney offices to establish a procedure and contracts for programs to claim Title IV-E reimbursement for representation in CINC cases.

Multi-Disciplinary Representation Program Project: Attributes of a High-Quality Multidisciplinary Parent and Child Representation Model were previously developed for Louisiana. The CIP partnered with the Family Justice Initiative (FJI), the ABA, and Casey Family Programs to provide technical assistance to the Public Defenders Board, Louisiana Bar Foundation, and child representation programs to implement the model. This included helping parishes identify and overcome barriers to implementation of the model while providing information about funding options, benefits to the model, and sharing information about successful programs in other jurisdictions. For example, the CIP partnered with FJI and ABA to facilitate a presentation for legal stakeholders about the benefits of the model as well as the potential of becoming an FJI demonstration site. One of the child representation programs is currently participating in the FJI Demonstration Site meetings and collecting and analyzing data as recommended by FJI. The CIP connects new social worker hires with experienced and recognized social workers nationally and will continue to provide new hires with research and materials on the model. Four parishes have either already hired or are in the process of hiring a social worker or similar role for the parent representation team; and two parishes have either already hired or are in the process of hiring a social worker or similar role for the child representation team.

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Civil Legal Services Project: In partnership with the Louisiana Bar Foundation, the DCFS, the child representation programs, and the public defenders who represent parents, the CIP created a proposal to establish a holistic multidisciplinary civil legal aid parent representation unit within Louisiana’s legal services corporations for direct referrals to be made by the DCFS and Family in Need of Services. This will help to stabilize and lessen further trauma to families and prevent or reduce the number of children entering state custody and mitigating the need for legal representation in CINC cases. The CIP also solicited input and expertise from other civil legal service programs in New Jersey, Oklahoma, and Iowa, and the ABA Center on Children and the Law to strategize the referral process and discuss best practices. In addition, the CIP consulted with a national expert to provide an Economic Impact Study that shows the social value return on investment that this program could have on Louisiana.

Quality Legal Representation Project: A multi-pronged strategy to increase the quality of representation at the Continued Custody Hearing (CCH) was created. The Louisiana Supreme Court (LASC) issued a directive to judges statewide to appoint attorneys at the earliest point possible in CINC cases and work with court staff to email pleadings to attorneys in advance of the CCH. The CIP revised Instantner Affidavits and template orders so that parent attorney programs obtain parent contact information in advance of the CCH so that they are prepared for the hearing. The CIP developed Child Information MOUs in three regions of Louisiana between the DCFS and the child representation programs so that contact information for the child and their placement is provided to the child’s attorney as soon as the DCFS has confirmation that the program has been appointed to represent the child. The DCFS saw the value of the content within these MOUs and updated the DCFS policy to require the DCFS to provide contact information for the child and their placement to the child’s attorney as soon as the DCFS has confirmation that the program has been appointed to represent the child.

Foster Caregiver Project: The CIP partnered with the DCFS, foster caregivers, and child welfare and legal stakeholders to create a Foster Caregiver Progress Form and legal guide so that those caring for children in CINC cases can exercise their legal right to be heard and provide relevant information about the care and treatment of the child to the court and parties (see form and guide at <http://www.dcf.la.gov/page/foster-parenting>). “Foster caregiver” includes foster parents, pre-adoptive parents, relatives, and kinship caregivers caring for a child involved in a CINC case. A procedure for foster caregivers to submit the Foster Caregiver Progress Form prior to any CINC hearing regarding a child in their care has been created and has been placed in the DCFS policy. Foster caregivers will submit the form to their DCFS foster care caseworker or post on the DCFS website. The DCFS will ensure that it is submitted to the court, counsel of record, and CASA (if appointed) prior to and/or at the hearing. Foster caregivers will also receive instructions and a legal rights guide along with the form. The CIP and Louisiana Child Welfare Training Academy provided legal training on the CINC process and hearings to foster caregivers.

Louisiana Child In Need of Care (CINC) Benchbook for Juvenile Judges: With the expertise of 90 plus state and federal child welfare and legal stakeholders, the CIP developed and published the Louisiana Child in Need of Care Benchbook for Juvenile

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Judges (“Benchbook”), a resource guide for judges and child welfare and legal stakeholders that incorporates CWADM principles throughout. The 541-page Benchbook is comprised of detailed overviews of state and federal laws for all CINC hearings. It also includes court interventions for alternatives to removal and placement in foster care, practice tips and helpful guidance with 10 Bench Cards and 26 court document templates for each CINC hearing. The Benchbook can be found on the following websites: [https://www.lasc.org/Children\\_Families?p=CIP](https://www.lasc.org/Children_Families?p=CIP); <https://pelicancenter.org/benchbook.html>; <https://lajudicialcollege.org>; and <https://clarola.org>.

The CIP printed and distributed 600 Bench Card packets to judges and legal stakeholders across the state. The CIP also provided virtual trainings to judges and child welfare and legal stakeholders and an in-person training to prosecutors regarding the Benchbook. An online, on demand training of the Benchbook is also available on the CLARO website.

Alternatives to Removal: A workgroup was formed to ensure a common understanding among the DCFS and legal stakeholders of the legal options available (Instant Safety Plan Orders, Protective Orders, Informal Adjustment Agreements, etc.) to manage safety and prevent children from entering foster care. Throughout the Benchbook, alternatives to removal and placement in foster care is emphasized. For example, sections are dedicated to utilizing Instant Safety Plans, Informal Adjustment Agreements, and Temporary Restraining Orders and/or Protective Orders, three court interventions that can keep children in the home with their parents. In addition, the Bench Cards and template orders emphasize the hierarchy of placement from least restrictive to most restrictive. The CIP has also provided specific trainings on these alternatives to removal.

Children’s Code Project: The sizeable workgroup across the state and profession that developed the Benchbook identified numerous issues in the Louisiana Children’s Code that could be revised to enhance parent and child representation in CINC cases. For example, the law does not require that parent attorneys be appointed on issuance of an Instant Order. A Children’s Code workgroup was created to focus on these and other issues to make recommendations to the Louisiana Law Institute.

My Community Cares (MCC): The CIP partnered with the DCFS to create the new expanded model of MCC to improve service array for children and families as well as prevent entries of children in foster care. Under the new MCC model, MCC will be implemented in nine parishes across the state, with three parish staff positions in each parish and three state positions.

Guardianship as a Permanent Plan Project: The CIP partnered with the DCFS and numerous child welfare and legal stakeholders to create a guide to educate judges and legal and child welfare stakeholders on guardianship as a permanent plan, including when appropriate and funding options (i.e., foster care certification to receive subsidy, Guardianship Assistance Program).

**CIP Activities Planned for FFY 2023**: Collaborative efforts will continue between the DCFS and the CIP to complete the deliverables outlined above. The CIP will also continue

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to implement its new five-year CIP Strategic Plan. Some of these strategies will include, but will not be limited to:

- Provide continued collaboration with the DCFS to create a sustainability plan for MCC and determine the organizational home of MCC.
- Continue to support consistent use of all available legal options (court ordered safety plans, protective orders, informal or formal Family in Need of Services, informal adjustment agreements, etc.) to manage safety and prevent children from entering foster care. These efforts will include linking families with legal services to address legal challenges families may be experiencing apart from abuse and neglect.
- Partner with the DCFS and other child welfare and legal stakeholders to evaluate the implementation of the holistic multidisciplinary civil legal aid parent representation unit.
- Provide continued training and implementation of the use of the Benchbook, court documents, and bench cards developed to support the CWADM. Ongoing CQI assessment of court documents and bench cards by the CIP and the DCFS will occur.
- Provide TBRI and the Courtroom and Trial Skills Building trainings.
- Propose updates to the Children’s Code based on issues identified during the Benchbook project.
- Update Benchbook, Bench Cards, and court documents based on new legislation, laws, and policies.
- Partner with judges to update the new template orders and create mandatory court orders for all CINC hearings.
- Continue expansion of the representation programs to claim Title IV-E reimbursement of federal dollars for representation of children, parents, and the state in CINC cases.
- To inform decision-making, training, and strategies, improve the CIP Continuous Quality Improvement (CQI) processes, quality indicators, performance measures, and data collection, analysis, and sharing, including creating a shared data dictionary and focusing on strategies addressing race equity, disproportionality, and disparities in child welfare.
- Partner with the Louisiana Elite Advocacy Force (LEAF), an advocacy group comprised of former foster youth, to create strategies, resources, and trainings to decrease disparities of children and youth voice in the courtroom to improve youth engagement in the CINC process, including conducting a survey with former foster youth.
- Continue to host monthly virtual CINC Cafes/Lunch and Learns and other trainings to educate legal and child welfare stakeholders on various CINC topics, including best practices, updates on new legislation, policy, and appellate decisions.
- Continue to host the CLARO (Children’s Law Advocacy Resources Online) website (<https://clarola.org>) to provide resources and trainings for judges and legal and child welfare stakeholders.

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**CIP Update FFY 2023:** The CIP CARE Advisory Committee met quarterly during FFY 2023 to ensure the timely implementation of CFSP deliverables that CIP was responsible for implementing as well as the CIP Strategic Plan. The Continuous Quality Improvement (CQI) CIP Subcommittee met quarterly to analyze relevant qualitative and quantitative data to track the success of the CFSP and CIP strategies and propose interventions to the CIP CARE Advisory Committee and other child welfare and legal stakeholders. The CIP also presented data and identified needs, issues, and proposed solutions to the Louisiana Child Representation Protection Commission. Per Louisiana Children’s Code Article 581, this Commission’s purpose is to review the system of representation of children and indigent parents in child protection cases and ascertain the continued effectiveness and efficiency of the system and adequacy of funding and may, at its discretion, issue such reports and recommendations as it deems necessary to ensure the programmatic efficacy and fiscal viability of the system.

**CWADM Project:** The CIP and DCFS continued to provide training to legal and child welfare stakeholders on the CWADM model. Trainings included the identification of safety threats, child vulnerabilities, and parental protective capacities, and assisted in reinforcing safety and risk principles and supports for timely permanence. The following trainings provided by CIP included training on CWADM: CINC Training Orleans Parish Juvenile Court, CINC Training Orleans Parish Juvenile Court: The First 30 Days, ABA/Louisiana CINC Trial Skills Building Training for Attorneys, Act 272 Legislative Update for Juvenile Judges, Reasonable Efforts: Overview of the Law and Fiscal Implications, Safe v. Unsafe: Assessing Safety in Child Welfare, and Safe v. Unsafe (Part 2): Ongoing Assessment of Safety in CINC Cases.

**Training:** The CIP provided the following trainings: Court Simulation Training; Trust Based Relational Intervention (TBRI) Court Training; TBRI Court Training – Train the Trainer - Child In Need of Care (CINC) Training Orleans Parish Juvenile Court; CINC Training Orleans Parish Juvenile Court: The First 30 Days; ABA/Louisiana CINC Trial Skills Building Training for Attorneys; and Service Array/My Community Cares Trainings. The CIP provided the following trainings specifically for judges: Ordering Children into Foster Care from the Bench: Strategizing Alternative Solutions and Act 272 Legislative Update for Juvenile Judges. The CIP provided the following CIP Café’s for judges and legal and child welfare stakeholders, which are one hour training environments held once a month: Louisiana’s Child Welfare System: A Conversation With First Lady Donna Edwards, The ABCs of FTMs, FTPs, FPTMs, & More, Guardianship 101, Child First and Intercept, A Path Forward: Diversity, Equity, and Inclusion in Louisiana’s Child Welfare System, Act 272 Legislative Update for Juvenile Judges, Reasonable Efforts: Overview of the Law and Fiscal Implications, Supporting Parents Through the Child Welfare Process: The Louisiana Parent Partner Program, Do You Have A Problem? Can A Motion Solve That?, Safe v. Unsafe: Assessing Safety in Child Welfare, and Safe v. Unsafe (Part 2): Ongoing Assessment of Safety in CINC Cases.

Through the Children’s Law Advocacy Online website ([clarola.org](http://clarola.org)) provided by the CIP, twenty-one online trainings were provided to child welfare and legal stakeholders on a variety of child welfare topics including: Legal Professionalism in Practice, Avoiding

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Legal Ethics Pitfalls, Preparing Your Case For Court: Meeting Your Professionalism and Legal Obligations, What's New In the Indian Child Welfare Act, Mock Hearing Chapter 1, Mock Hearing Chapter 2, Mock Hearing Chapter 3, Mock Hearing Chapter 4, Mock Hearing Chapter 5, Mock Hearing Chapter 6, Human Trafficking of Youth in Louisiana, Permanent Placement of Children in Foster Care, Do You Have A Problem? Can A Motion Solve That?, The ABCs of FTMs, FTPs, FPTMs, & More, Reasonable Efforts: Overview of the Law and Fiscal Implications, Guardianship 101, 2022 Child Welfare Legislative Updates, A Path Forward: Diversity, Equity, and Inclusion in Louisiana's Child Welfare System, Placement's Available For Children in Foster Care, Human Trafficking of Youth in Louisiana, Intro to Louisiana's Act 6, Introduction and Overview for Child Welfare and Legal Stakeholders: CINC Benchbook, and Upcoming Changes to Congregate Care in CINC Cases: Qualified Residential Treatment Programs (QRPTs) and the Court Process.

The CIP co-hosted the annual Together We Can (TWC) Conference, where 60 training sessions were provided on a variety of child welfare topics. There were 96 speakers and 736 child welfare and legal stakeholders that participated in this conference.

The CIP funded the participation of sixteen Louisiana child welfare attorneys to attend the annual American Bar Association (ABA) National Parent Representation Conference and eleven Louisiana child welfare attorneys to attend the NACC Annual Conference.

The CIP supported the following trainings, meetings, and conferences: Juvenile and Family Court Spring Conference; City, Juvenile, and Family Court Judge's Fall Seminar; Fall Judges Conference, Juvenile and Family Court Judges' Executive Leadership Training; Political Economy and Access to Justice Judicial Education Seminar; Louisiana Council of Juvenile and Family Court Judges (LCJFCJ) Joint and Independent Liaison Meetings, Annual CASA Conference, APSAC (American Professional Society Abuse Children) Colloquium, 2022 South Central U.S. Human Trafficking Conference, Louisiana Children's Trust Fund Child Abuse Prevention Conference, TBRI Monthly Trainings, Louisiana Children's Trust Fund Speaker Series including the following topics: Prevention Strategies-Understanding At-Risk Youth; Summer Safety; Back to School—Preventing Bullying & Cyberbullying in Classrooms & Beyond; Watch for the Signs- Youth Suicide Prevention; Strategies for Working with Families Through an LGBTQ+ Lens; Teens and Technology: What Parents Need to Know; The Heart of a Father: Inspiring Responsible Fatherhood to Prevent Child Abuse; Child Abuse and Neglect: Why Prevention is Important and Its Effects on Social and Personality Development; Adolescents and Substance Misuse: Why Should We Pay Attention?; Tackling Human Trafficking and How to Talk to Youth About It; The Effects of Maltreatment on Kids and Families: Ways to Stop Child Abuse Cycles; and Healthy Eating on a Budget.

Child Welfare Law Specialist (CWLS) Certification: CWLS certification is a professional achievement provided by the National Association of Counsel for Children (NACC) that signifies an attorney's specialized knowledge, skill, and verified expertise in the field of child welfare law. The CIP continued to support Louisiana child welfare attorneys and the quality of legal representation by paying for their CWLS application, renewal, and recertification fees. There are currently twenty-seven child welfare attorneys sponsored by

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the CIP. Since April 1, 2022, the CIP has sponsored: seven 5-Year re-certifications, twenty-three annual renewals, one new certification, and three new applications.

Trust Based Relational Intervention (TBRI) and the Courtroom Project: The CIP partnered with the Karen Purvis Institute of Child Development to create a TBRI curriculum and training specifically for Louisiana child welfare and legal stakeholders that is focused on applying TBRI principles in the CINC court process and at CINC hearings. The training has been provided to the following courts and their stakeholders: East Baton Rouge Juvenile Court, Jefferson Parish Juvenile Court, Orleans Parish Juvenile Court, and 11<sup>th</sup> Judicial District Court in Sabine Parish. A Train the Trainer training was provided to current Louisiana TBRI Practitioners.

Trial Skills Building Project: The CIP partnered with the ABA Center on Children and the Law to create a Trial Skills Building training for Louisiana attorneys to improve advocacy in CINC cases. Attendees learn and role play every aspect of litigation from development of the theory of a case, rules of evidence, qualifying experts and witnesses, all in the context of a CINC case from the Continued Custody Hearing through the Termination of Parental Right Hearing. The training materials include a trial notebook with relevant jurisprudence, evidentiary tips, and other helpful hints for trial practice. Nineteen Louisiana child welfare attorneys were trained by the ABA to be trainers of this curriculum. This one-day training has been provided twice with 91 total child welfare attorneys who have attended the trainings.

Title IV-E Reimbursement Project: The CIP partnered with Baldacci Consulting Group, DCFS, and the parent (Louisiana Public Defender Board) and child representation programs (Mental Health Advocacy Services (MHAS), Louisiana Bar Foundation (Acadiana and Southeast Louisiana Legal Services) and district attorney offices to continue to initiate contracts and maximize allowable Title IV-E administrative reimbursement for children who are candidates for Title IV-E foster care or who are in Title IV-E foster care and their parent(s) in foster care legal proceedings. Programs will generate an estimated 2.5 million dollars a year towards improving the quality of legal representation in CINC cases. Funds are being utilized to expand multidisciplinary representation, improve appellate practice, and provide civil legal services.

Multidisciplinary Representation Program Project: Attributes of a High-Quality Multidisciplinary Parent and Child Representation Model were previously developed for Louisiana. The CIP partnered with the Family Justice Initiative (FJI), the ABA, and Casey Family Programs to provide technical assistance to the Public Defender Board, Louisiana Bar Foundation, and child representation programs to implement the model. This included helping parishes identify and overcome barriers to the implementation of the model while providing information about funding options, benefits to the model, and sharing information about successful programs in other jurisdictions. For example, the CIP partnered with FJI and ABA to facilitate a presentation for legal stakeholders about the benefits of the model as well as the potential of becoming an FJI demonstration site. The Public Defender Board was an early proponent of this model. They have had a social worker as part of the team in one parish for over two years now. In addition, four other

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parishes have added a social worker to their team and two parishes have added a support person to the team. One of the child representation programs is currently in the process of hiring seven social workers for their multidisciplinary teams. That same child representation program participates in the FJI Demonstration Site meetings and collects and analyzes data as recommended by FJI.

Civil Legal Services Project: In partnership with the Louisiana Bar Foundation (LBF), the DCFS, the child representation programs, and the public defenders who represent parents, the CIP created a proposal to establish a holistic multidisciplinary civil legal aid parent representation unit within Louisiana's legal services corporations for direct referrals to be made by the DCFS and Family in Need of Services (FINS). The CIP also solicited input and expertise from other civil legal service programs in New Jersey, Oklahoma, and Iowa, and the ABA Center on Children and the Law to strategize the referral process and discuss best practices. In addition, the CIP consulted with a national expert who provided an Economic Impact Study that showed the social value return on investment that this program could have on Louisiana estimating that the program could decrease foster care cases by 80%. The purpose of this program is to stabilize and lessen further trauma to families and prevent or reduce the number of children entering state custody and mitigate the need for legal representation in CINC cases. The DCFS is still assessing the appropriate timing to partner with the LBF to pilot this program. In the interim, LBF has committed to contract with an agency in each of the nine MCC pilot parishes to hire an attorney and support staff to provide civil legal services to MCC clients. The CIP is partnering with LBF to implement the MCC civil legal services program.

Children's Code Project: The sizeable workgroup across the state and profession that developed the Benchbook identified numerous issues in the Louisiana Children's Code that could be revised to enhance parent and child representation in CINC cases. For example, the law does not require that parent attorneys be appointed on the issuance of an Instanter Order. A Children's Code workgroup was created to focus on these and other issues to make recommendations to the Children's Code Committee of the Louisiana State Law Institute (LSLI). In partnership with DCFS, the workgroup proposed changes to the Children's Code as follows: to incorporate updated CWADM/safety, enhance reasonable efforts provisions, require a Continued Safety Plan Hearing if an Instanter Safety Plan Order is issued, presuming parent indigence for purposes of appointment of counsel for the Continued Custody and Continued Safety Plan Hearings, and more. These proposals ultimately became part of HB 360. The Governor, John Bel Edwards, signed HB 360, which became Act 272 and was effective on 8.1.2022. Since the 2022 legislative session, the workgroup has added two more DCFS attorneys and two district attorneys as members and continued to draft proposals to submit to the LSLI Children's Code Committee including proposals focusing on the early obtainment of birth certificates to try to reduce permanency delays and judicial findings of fact regarding notice to parties.

My Community Cares (MCC): The CIP partnered with DCFS, model developer, Mainspring, and My Community Cares local staff and community members to launch and implement the expanded model of MCC to improve service array for children and families as well as prevent entries of children in foster care. Each of the nine MCC sites is located

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in the parish within the region that has the historically highest rate of child abuse and neglect cases and children entering foster care based on DCFS data, which includes: Caddo, Calcasieu, East Baton Rouge, Lafayette, Livingston, Ouachita, Orleans, Rapides, and Terrebonne. Each site has a lead agency located within or near the neighborhood with the historically highest rate of child abuse and neglect cases and children entering foster care. While each MCC site customizes its own unique approach based on its community, each site has three MCC Parish Staff that partner with families who have lived experience in the child welfare system, community members, the DCFS, schools, healthcare providers, courts, emergency responders, etc. to accomplish the vision and mission of MCC in their community. The three MCC Parish Staff positions include an MCC Parish Director, MCC Connect Coordinator, and MCC Case Manager. Three MCC State Staff positions are responsible for implementing MCC statewide and supporting the nine MCC sites: MCC State Director, MCC State Data and Community Support Coordinator, and MCC State Family Support Coordinator. On Wednesday, March 1, 2023, in Baton Rouge, individuals with lived experience in the child system, MCC State and Parish staff, MCC lead agency Executive Directors, Family Resource Center representatives, the DCFS representatives, and judges convened for MCC's official launch celebration. *See more information about MCC under the Service Array section.*

Louisiana Elite Advocacy Force (LEAF): The CIP continued to partner with LEAF, an advocacy group comprised of former foster youth. The CIP and LEAF previously formed the Youth Voice Workgroup, a multidisciplinary workgroup that consults and supports LEAF in enhancing youth voice and engagement inside and outside the courtroom. Workgroup members include a former judge and representatives from the DCFS, the child representation programs, CASA, MCC, and LCWTA. There have been two large projects the group has been working on: a Legal Representation Survey ("survey") and Court Prep Form ("form"). The survey is for current and former foster youth to anonymously provide information about the quality of legal representation that they experienced. The survey is in both English and Spanish and may help guide future workgroup projects. The form is to help youth express their wishes and needs to the court at each hearing. The form is currently being piloted by two of the Louisiana child representation programs in the northern and southern regions of the state.

Child Contact Information: The CIP partnered with the DCFS to update DCFS policy to require DCFS to provide contact information for a child placed in foster care to the child's attorney as soon as the DCFS has confirmation that the program has been appointed to represent the child. This is critical to ensure children attorneys can contact their clients before the Continued Custody Hearing.

Placement/Hospital Project: The CIP partnered with DCFS to address the issues related to the placement of children in behavioral/mental health care settings (i.e., notification to children's attorney of admittance/discharge) and to propose a new care setting model for children who need specialized care but not hospitalization.

Motion Practice Project: The CIP created a workgroup of attorneys who are creating template motions and orders to utilize in CINC cases to improve trial skills and motion

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practice amongst CINC attorneys and increase the quality of representation they provide to clients.

Guardianship: The CIP partnered with the DCFS and numerous child welfare and legal stakeholders to create a guide to educate judges and legal and child welfare stakeholders on guardianship as a permanent plan, including appropriate and funding options (i.e., foster care certification to receive subsidy, Guardianship Assistance Program). The CIP hosted a training on the toolkit that is now available on demand on CLARO.

Family Team Meetings (FTMs): The CIP partnered with the DCFS to update DCFS policy to address concerns regarding notification and involvement of legal stakeholders in FTM meetings.

Policy Academy: The CIP partnered with DCFS, the Louisiana Department of Health, and many other stakeholders to create policies and processes to support and improve outcomes for infants, children, parents, and caregivers affected by prenatal substance exposure.

Resolution 606 and Race in Child Welfare: The American Bar Association (ABA) passed Resolution 606, which is a call to action for legal and child welfare stakeholders regarding complete race reform in child welfare: (<https://www.americanbar.org/content/dam/aba/administrative/news/2022/08/hod-resolutions/606.pdf>). The CIP has taken the following actions in response to the Resolution: secured a representative from the ABA to present on Resolution 606 at the 2023 Together We Can Conference, hosting a CIP Café on Resolution 606, convening a subcommittee of the Children’s Law Committee of the Louisiana State Bar Association to discuss action plans related to Resolution 606, and convening a Resolution 606 Next Steps Team. The CIP also continues to lead a Disproportionality and Disparate Outcomes Committee (DDOC), which is a multidisciplinary committee that meets monthly and collects, tracks, evaluates, and shares data with child welfare stakeholders and the CIP CQI Subcommittee to inform decision-making, training, and strategies around improving racial inequities, disproportionalities, and disparities in child welfare in Louisiana. The DDOC partnered with the DCFS to identify that placement stability for black children in foster care in Louisiana is lower than that of white children, focused on placement stability in the first 30 days of removal by race, and created a white paper to explain the quantitative and qualitative data as well as propose solutions.

CIP Data Map: The CIP started creating a CIP Data Map which will guide CIP CQI processes and strategic plans and CIP data collection and reporting. The CIP Data Map includes indicators for Quality CINC Court Hearings and Quality CINC Legal Representation, data definitions, unit of measurements, and measurement strategies.

EBR Foster Parent Certification FastTrack Training: Partnered with the DCFS to host a FastTrack foster care certification to train 25 new foster parents.

**CIP Activities Planned For FFY 2024**: Collaborative efforts will continue between DCFS and CIP to complete the deliverables outlined above. The CIP will also continue to implement its new five-year CIP Strategic Plan. Some of these strategies include:

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- Provide continued collaboration with the DCFS to support the expansion and implementation of MCC.
- Continue to partner with the DCFS to provide training and resources to legal and child welfare stakeholders on the CWADM model.
- Partner with the DCFS to increase placement options for children in foster care.
- Partner with the DCFS to improve parent, child, attorney, and CASA attendance and engagement in Family Team Meetings (FTMS).
- Partner with the DCFS to improve the practice of the DCFS sending children’s contact information to the child’s attorney prior to the Continued Custody Hearing.
- Continue to support the consistent use of all available legal options (court ordered safety plans, protective orders, informal or formal Family in Need of Services, informal adjustment agreements, etc.) to manage safety and prevent children from entering foster care. These efforts will include linking families with legal services to address legal challenges families may be experiencing apart from abuse and neglect.
- Continue to support CINC representation programs in expanding their multidisciplinary representation.
- Continue to submit proposed changes to the Children’s Code to improve practice and outcomes in CINC cases.
- Complete the CINC Motion Practice Toolkit.
- Continue to partner with the DCFS, the Louisiana Department of Health, and many other stakeholders to create policies and processes to support and improve outcomes for infants, children, parents, and caregivers affected by prenatal substance exposure.
- Partner with the DCFS and other child welfare and legal stakeholders to evaluate the implementation of a holistic multidisciplinary civil legal aid parent representation unit.
- Provide continued training and implementation of the use of the CINC Benchbook, court documents, and bench cards developed to support the CWADM. Ongoing CQI assessment of court documents and bench cards by CIP and the DCFS will occur.
- Partner with the DCFS to update the CINC Benchbook, Bench Cards, and court documents based on new legislation, laws, and policies.
- Propose updates to the Children’s Code based on issues identified during the CINC Benchbook project.
- Provide TBRI Court Trainings and Trial Skills Building trainings.
- Continue expansion of the representation programs to claim Title IV-E reimbursement of federal dollars for representation of children, parents, and the state in CINC cases.
- To inform decision-making, training, and strategies, improve the CIP Continuous Quality Improvement (CQI) processes, quality indicators, performance measures, and data collection, analysis, and sharing, including creating a CIP Data Map and shared data dictionary and focusing on strategies addressing race equity, disproportionality, and disparities in child welfare.
- Partner with LEAF to create strategies, resources, and trainings to decrease disparities of children and youth voice in the courtroom to improve youth engagement in the CINC process, including conducting a survey with former foster youth and expanding utilization of the youth court prep form.

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- Continue to host the CLARO (Children’s Law Advocacy Resources Online) website (<https://clarola.org>) to provide resources and trainings for judges and legal and child welfare stakeholders.
- Continue to host monthly virtual CINC Cafes/Lunch and Learns and other trainings to educate legal and child welfare stakeholders on various CINC topics, including best practices, updates on new legislation, policy, and appellate decisions.
- Develop an introduction to CINC cases and hearings for attorneys.
- Fund the participation of more CINC attorneys to attend the NACC and ABA conferences as well as to receive CWLS certification.
- Continue to host the annual TWC conference for child welfare and legal stakeholders and other judicial and legal meetings and trainings.
- Partner with judges and legal stakeholders and the DCFS to create a simple list of everything DCFS workers should have done/collected prior to the Continued Custody Hearing and other hearings (i.e., had a mental health evaluation conducted, obtained birth certificate prior to TPR, etc.).
- Continue to support Louisiana child welfare and legal stakeholders' response to the ABA’s Resolution 606.
- Partner with the DCFS to address permanency delays due to birth certificates not being obtained timely and update Supreme Court rules to hold courts accountable to decrease continuances.
- Partner with the Governor’s Office to host a summit on issues contributing to youth vulnerability with a focus on truancy.
- Continue to support a CIP Peer and Equity Specialist to provide expertise and technical assistance as a parent with lived experience with the child welfare system to further its mission to create an equitable child welfare system and elevate the voice and expertise of parents and families with lived experience.
- Continue to support a CIP Judicial Fellow to provide one-on-one support and technical assistance to judges.
- Explore with the DCFS whether ICPC border agreements should be created to expedite placement and permanency.
- Evaluate mediation as a prevention mechanism as well as to expedite reunification and/or permanency and increase engagement of children and families when a removal is initially necessary
- Improve partnership and collaboration with Tribes to improve outcomes for children and families; Create a CIP ICWA Subcommittee to collect, track, and analyze data, examine ICWA practices, form a state and Tribal collaboration on Indian child welfare matters, and propose action steps/strategies in response to data trends/outcomes.
- Partner with judges and legal stakeholders to improve appellate practice in CINC cases by providing specialized resources and trainings.

b) **Louisiana Department of Education (LDE)** and the DCFS collaborate on the following issues:

Improving educational outcomes for children in foster care through developing mechanisms for data sharing and local-level collaboration. LDE and DCFS have designated educational points of contact in each school district for improved

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communication with the local education authorities. These points of contact will continue to address issues specific to the individual school systems and children they serve.

Every Student Succeeds Act (ESSA): LDE and DCFS have done extensive work in developing mechanisms to track and match data to obtain a clearer picture of the educational status of children in foster care. The LDE and DCFS legal teams have been involved in implementation of ESSA to ensure compliance with state laws. Shared training for LDE and DCFS staff continue to be explored and provided as the opportunity arises.

Special Education Advisory Panel (SEAP): LDE and DCFS have gained greater understanding of needs of students eligible for special education through this collaborative effort. A DCFS Manager is an active participant in SEAP to support advocacy and change for children in Foster Care with special needs. SEAP has participants from other state agencies, community/advocacy organizations, families, and past recipients of services from the state's public school special education programs.

Childcare Services for DCFS Clients: Child Welfare (CW) staff work with LDE staff to access childcare services for DCFS clients through the Child Care Development Fund (CCDF) of the Child Care Block Grant (CCBG). The fund provides temporary protective care to children in Child Protective Services (CPS), Family Services (FS) and Service to Parents (SP) programs to prevent removal. It provides childcare for children in foster care and non-custody children of minor children in foster care to promote placement stability. The partnership in provision of these services for child welfare clients will be an ongoing collaborative.

Early Child Care and Education Commission: DCFS Child Welfare participates in a multidisciplinary legislative commission facilitated by the Louisiana Department of Education. This commission is studying the services provided to children from birth to age three to improve the early development of children in Louisiana.

**LDE Update FFY 2021:** DCFS continues to work with LDE on education stability. DCFS and LDE remains in contact with the LDE Foster Liaison and the Education POC (Point of Contacts) within each Region to discuss education issues as they arise with children who are in foster care. DCFS met with Lafayette and Vermillion Parish to assist with services for a deaf foster child and his continued enrollment in deaf services within the school system. DCFS collaborated with LDE to provide services to children in foster care through the federally funded national initiative, "Louisiana Gaining Early Awareness and Readiness for Undergraduate Programs" (LA GEAR UP). This program, supported by the U.S. Department of Education, is operational in East Baton Rouge Parish. It provides grants to states or institutions of higher learning to create partnerships with high-poverty middle or high schools. DCFS and LDE collaborated to ensure children in foster care have access to the Jobs for America's Graduates (JAG) program. DCFS continued to conduct State Central Registry Child Abuse background clearances for childcare employees as requested by LDE. LDE and DCFS liaisons continued to communicate between the local education authorities and CW offices; work through challenges in serving children in foster care and develop resources to meet the unique needs of these children. Efforts continue to refine the

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data tracking process and assess the educational performance and needs of children in foster care.

**LDE Activities Planned for FFY 2022:** LDE and DCFS liaisons will continue to facilitate local meetings between the local education authorities and CW offices; work through challenges in serving children in foster care and develop resources to meet the unique needs of these children. Efforts will continue to refine the data tracking process and assess the educational performance and needs of children in foster care. DCFS will use the information to plan strategies to improve outcomes for children in foster care. DCFS will continue to conduct State Central Registry Child Abuse background clearances for childcare employees as requested by LDE.

**LDE Update FFY 2022:** LDE and DCFS liaisons continued to facilitate local meetings between the local education authorities and CW offices. They worked through challenges in serving children in foster care and developed resources to meet the unique needs of these children. Efforts continued in refining the data tracking process and assessed the educational performance and needs of children in foster care. The DCFS used the information to plan strategies to improve outcomes for children in foster care. The DCFS collaborated with the Louisiana Office of Student Financial Assistance (LOSFA) to distribute ETV funds to colleges, universities and trade schools for eligible students who apply and are approved for financial assistance.

**LDE Activities Planned for FFY 2023:** DCFS liaisons will continue to work with child welfare offices and LDE staff to streamline the daycare needs for DCFS families as they complete services with DCFS. DCFS will continue to conduct State Central Registry Child Abuse background clearances for childcare employees as requested by LDE. DCFS CW liaisons will continue to explore better ways to service clients who are receiving services by both Departments. With the expansion of technology within both departments, the desired outcome is to merge technical systems to lessen paperwork while providing quality services.

**LDE Update FFY 2023:** The DCFS liaisons continued to work with child welfare offices and LDE staff (Early Childhood Services and Foster Care) to streamline the early learning centers' need for DCFS families and to address issues with foster children who are enrolled in public/public charter school throughout the state. The DCFS continued to conduct State Central Registry Child Abuse background clearances for childcare employees as requested by LDE. DCFS CW liaisons have continued to explore better ways to service clients who are receiving services through both departments. In doing so LDE (Early Childhood Services) have met monthly to brainstorm better ways to streamline services such as the rolling out of KinderConnect. This new system launched March 10, 2023 and is maintained by LDE. This system impacts children who attend early learning centers and those who are in foster care. KinderConnect merged with the TOTS system so that providers can streamline the attendance process through the KinderConnect app for families and process provider payments in real time while providing quality services. The DCFS has continued to partner with LDE to ensure a smooth process for families as they are completing services with DCFS and continuing these services with LDE. In doing so the DCFS completes the

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continued early learning center form and uploads directly to the LDE server for processing. Once LDE receives and verifies the forms, LDE will follow-up directly with parent/caregiver to complete this process. LDE Foster Care Liaison, and DCFS continued to work with local public school districts to streamline the process of children who enter foster care to ensure they continue to receive a quality education and transportation. LDE Foster Care Liaison and DCFS partnered with local school districts annually for a touchpoint meeting with district's points of contacts to review federal and state guidelines as it relates to foster children and school enrollment. The meeting was held on August 25, 2022.

The DCFS collaborated with the Louisiana Office of Student Financial Assistance (LOSFA) to distribute ETV funds to colleges, universities and trade schools for eligible students who apply and are approved for financial assistance. From this collaboration, 74 vouchers were issued to Louisiana students in 2022.

**LDE Activities Planned for FFY 2024:** The DCFS will continue to partner with LDE to provide high quality child care to qualifying families. DCFS liaisons will continue to work with child welfare offices and LDE staff to streamline the early learning center needs for DCFS families as they complete services with DCFS. The DCFS will continue to conduct State Central Registry Child Abuse background clearances for childcare employees as requested by LDE. DCFS CW liaisons will continue to explore ways to improve services to clients who are receiving services from DCFS and LDE. With the expansion of technology within both departments, merging of technical systems to lessen paperwork while providing quality services will continue. LDE Foster Care liaison and DCFS liaisons will continue to facilitate local meetings between the local education authorities and CW offices. They will work through challenges in serving children in foster care and develop resources to meet the unique needs of the children. Efforts will continue in refining the data tracking process and assess the educational performance and needs of children in foster care. The DCFS will continue to utilize the information to plan strategies to improve outcomes for children in foster care. LDE Foster Care liaisons and DCFS liaisons will continue the partnership with local school districts for annual meeting and debriefings as needed.

- c) **Louisiana Department of Health (LDH)** and the DCFS collaborate on the following issues:

**Medicaid Managed Care Plans:** LDH and DCFS work together on contract development and amendments to hold the Medicaid managed care plans and their providers accountable for network sufficiency and positive outcomes for the medical, dental and behavioral health of children and families.

**Building Bridges:** LDH and DCFS continue to implement the Building Bridges approach in treatment and discharge planning for youth in residential care through weekly meetings to strategize for family finding and family engagement for youth in residential treatment.

**Office of Citizens with Developmental Disabilities (OCDD) and Human Services Districts:** LDH and DCFS staff coordinate at the state level and with local Human Services Districts to obtain services for developmentally/ intellectually challenged children and youth.

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Interagency Service Coordination Council (ISCC): LCH and DHH jointly participate in the ISCC, which provides a forum for collaborative service delivery for children and youth with developmental and/or intellectual challenges. A DCFS Program Consultant remains an active participant in the State Interagency Coordination Council (SICC) to support advocacy and change for children under the age of three receiving developmental services through the Early Steps Program.

**LDH and DCFS FFY 2021:** DCFS continued collaboration with LDH through Medicaid Managed Care Plans, Building Bridges, OCDD and ISCC. Joint staffings were held for children in foster care with extreme circumstances to assure oversight, and safe, effective use of psychotropic medications for these children. LDH and DCFS provided webinar trainings with assistance of a board certified child psychiatrist for foster care staff.

**LDH Update FFY 2022:** The DCFS continued collaboration with LDH in an effort to establish managed care medical providers for children in foster care and development of electronic medical records through the managed care organization (MCO) for more effective medical care management. Joint staffings were held, as needed, for children in foster care with extreme circumstances to assure oversight and to assure safe, effective use of psychotropic medications for these children. LDH and DCFS provided webinar trainings with assistance of a board certified child psychiatrist for foster care staff.

**LDH Activities Planned for FFY 2023:** The DCFS will continue collaboration with LDH in an effort to support managed care medical providers for children in foster care and development of electronic medical records through the managed care organization (MCO) for more effective medical care management.

Joint staffings will continue for collaboration in providing for children in foster care with overuse or misuse of psychotropic medications to assure oversight and to assure safe, effective use of these medications. LDH and the DCFS collaboration and webinar trainings will continue with the assistance of a board certified child psychiatrist for foster care staff.

Foster care staff will continue to work with LDH to collaborate on concerns and barriers to children with waivers services and discuss long-term plans for specific children/youth. The DCFS will continue to work jointly and participate in ISCC meetings to assist with advocacy and changes for children with developmental disabilities.

**LDH Update FFY 2023:** During FFY 2023 the DCFS continued the partnership with the Louisiana Department of Health (LDH) to collaborate and prevent children in foster care from overusing or misusing prescribed psychotropic medications. Due to this collaboration, DCFS contracted with Dr. Martin Drell, Child and Adolescent Psychiatrist, to provide psychotropic medication consultations through LDH. In FFY 2022 there were six consultations held. There have been five consultations held thus far for FFY 2023.

The purpose of the psychotropic medication consultations are to obtain appropriate assessments of children in foster care that are currently on psychotropic medications. The consultations educate staff and caregivers to provide them with a better understanding of the child/youth's diagnoses, the need for multiple medications, and the purpose of the

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medications as it relates to the behavioral health needs of a child. During the consultations, staff are provided with guidance regarding behavioral health and the overall well-being of children in foster care. The consultations also provide staff with information for next steps and how to address children with inconsistent diagnoses or medications.

The DCFS partnered with LDH to provide clinical services to DCFS staff, children, and caregivers through the Tulane University Medical School, Child and Adolescent Psychiatry Services. These services are available to DCFS staff for consultation and children, youth, and families in the Foster Care and Adoption programs that are involved in complex cases. Tulane University is offering two types of services, 1.) Clinical Consultation which is available to all Child Welfare staff statewide on Tuesdays and Thursdays from 11:00 AM to 12:30 PM. Consultation is recommended for complex cases and problematic situations (behavioral concerns, issues related to permanency, issues related to QPI, transitions or placement stability). Consultations may include the caregiver and DCFS case workers. Session may also include direct consultations with the caregiver to address problematic behaviors. To request these services, a Clinical Consultation Referral Form must be completed and forwarded to the Adoption Program Section at [DCFS.Adoptions@la.gov](mailto:DCFS.Adoptions@la.gov). Consultations are scheduled on a first come first serve basis. 2.) Tulane Comprehensive Assessment and Treatment Team (T-CATT) assessment services are available to all children receiving services through DCFS throughout Louisiana and include psychiatric and psychological assessments of children and adolescents, relationship assessments for children less than 6 years old, and treatment by psychologist, psychiatrist, and clinical social workers. For children outside of the Orleans Region, the team will conduct the assessments virtually and assist DCFS with identifying local service providers to ensure the child and/or family receives services timely. Treatment will include working with the birth parents, foster parents, adoptive parents, relative caregivers and fictive kin. Tulane uses trauma-informed, strength-based, and attachment-based practices with a goal of helping children and their families recover from the effects of abuse and neglect to prevent recidivism. Services are available in the home, office, community, and may include virtual sessions. The following services are available:

- Child Parent Psychotherapy (CPP) <https://childparentpsychotherapy.com>
- Parent-Child Interaction Therapy (PCIT) <http://www.pcit.org>
- Preschool Posttraumatic Treatment (PPT) (TF-CBT for Preschool Children) Scheeringa et al.,2011)
- Attachment and Biobehavioral Catch-up (ABC) [www.abcintervention.org](http://www.abcintervention.org)
- Attachment Video-Feedback Intervention (AVI) (Moss et al., 2018)
- Trust-Based Relational Intervention (TBRI®) <https://child.tcu.edu/about-us/tbri/sthash.Qk8GmoOU.dpbs>
- Circle of Security <https://www.circleofsecurityinternational.com/resources>
- Older Children (6 years and older) and Families
- Cognitive Behavioral Therapy (CBT) <https://beckinstitute.org/blog/efficacy-and-effectiveness-of-cbt-for-youth>
- Dialectical Behavioral Therapy (DBT) <https://dialecticalbehaviortherapy.com>

To request an assessment and treatment services, a Tulane Comprehensive Assessment and Treatment Team Referral form must be completed and forwarded the DCFS Foster Care Program.

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**LDH Activities Planned for FFY 2024:** The DCFS will continue to partner with LDH to ensure youth are obtaining appropriate assessments, services and medication that is consistent with their medical need.

- d) **Comprehensive Addiction and Recovery Act of 2016 (CARA):** Quarterly meetings are held with appropriate stakeholders in each region to monitor ongoing efforts and services for substance-exposed newborns, and to monitor compliance with the Plans of Safe Care (POSC). Systemic issues identified in regional meetings are addressed in state level meetings. This work will continue during the next few years.

**CARA Update 2021:** DCFS continues to hold quarterly meetings with CARA Liaisons for each region, Family Service Consultants, and community stakeholders (OPH, PBH, Law Enforcement, Early Steps, Kid-Med, hospital health, Early Education staff, and other substance abuse providers. The My Community Cares (MCC) parish coordinators have been added to quarterly meeting. Quarterly regional CARA meetings were documented to ensure the needs of the drug and/or alcohol affected infants, and their families were addressed and include discussions of Early Steps referrals and potential barriers. The agency improved tracking of drug affected, and alcohol affected newborns in Family Services by adding individual case open reason codes for each (code 85 and 88), and monitored the requirements put forth by CARA to ensure the needs of families with drug, and alcohol affected newborns are met.

**CARA Activities Planned for FFY 2022:** DCFS will continue to participate in quarterly meetings with appropriate stakeholders in each region to monitor ongoing efforts and services for substance-exposed newborns, and to monitor compliance with the Plans of Safe Care (POSC).

**CARA Update 2022:** The DCFS continued to hold quarterly meetings in each region as part of the state's efforts related to monitor and provide services for substance-exposed newborns. Since October 2021, nine CARA meetings have been held in the regions throughout the state. Bi-annual statewide meetings were also held with the Regional liaisons in June and December 2021 to address any systemic issues identified by the regions. Joined by community stakeholders, the focus of CARA meetings is to monitor ongoing efforts and services for substance-exposed newborns, and to monitor compliance with the Plans of Safe Care (POSC).

**CARA Activities Planned for FFY 2023:** The DCFS will continue to hold quarterly CARA meetings within each region of the state. The quarterly CARA meetings will include DCFS staff, providers, community partners, and other stakeholders. The ongoing collaboration efforts will ensure the needs of substance exposed newborns and their families are being met and identify available resources and services.

**CARA Update 2023:** During FFY 2023, the DCFS has continued to hold CARA meetings as part of the state's efforts related to monitor and provide services for substance-exposed newborns. Since October 2022, there have been eight CARA meetings across the state.

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Those meetings were held in Covington, Monroe, Orleans, Shreveport, and Thibodaux regions. Bi-annual statewide meetings were also held with the Regional liaisons on June 3, 2022 and December 9, 2022 to address any systemic issues identified by the regions. A diverse group of community stakeholders were invited to these meetings including judges, substance abuse providers, CASA, mental health providers, Early Steps, school personnel, attorneys, Family Preservation, the police and sheriff departments, Child Advocacy Centers, FINS, school board personnel, Youth and Counseling Centers, Nurse Family Partnership personnel, detox programs, Public Health Epidemiologist, insurance providers, nurses, LDH, Early Steps, Easter Seals, and other local social service organizations. The focus of CARA meetings has been to monitor ongoing efforts and services for substance-exposed newborns and to monitor compliance with the Plans of Safe Care (POSC).

**CARA Activities Planned for FFY 2024:** The DCFS will continue to hold CARA meetings throughout the state. The CARA meetings will include the DCFS staff, providers, community partners, and other stakeholders. The ongoing collaboration efforts will ensure the needs of substance exposed newborns and their families are being met through identified available resources and services.

- e) **Heroin, Opioid Prevention and Education Council (HOPE):** The state legislature established the HOPE Council to advise the Governor on the opioid epidemic. DCFS Child Welfare serves on HOPE. The HOPE Council developed a website that captures statewide data on the opioid epidemic and provides a comprehensive list of all related initiatives in the state. The council submitted a report to the legislature with recommendations to improve the response including the formation of a subcommittee.

**HOPE Update FFY 2021:** DCFS continued to serve on the HOPE Council and contributed to its' annual report to the legislature. An Advisory Council on Heroin and Opioid Prevention and Education meeting was held on March 4, 2020 and on September 23, 2020.

**HOPE Activities Planned for FFY 2022:** The DCFS will continue all activities currently in place, and will continue to submit annual reports to the legislature with recommendations to improve responses to the opioid epidemic. The HOPE Council plans to collaborate to work towards the following goals within the new year:

- Continue Community of Caring Workgroup dialogue,
- Improve access to alternatives to opioids for management of chronic and severe pain,
- Educate public and providers relative to dangers of synthetic opioids, opioid misuse, stigma, alternatives to opioid pain management, opioid addiction-related trauma, early recognition of symptoms, as well as education on availability of services,
- Incentivize providers to care for those with opioid use disorders, especially those in specialized populations,
- Work to expand access to Medication-Assisted Treatment in emergency departments, hospitals and substance use residential facilities,
- Enhance harm reduction strategies,
- Increase access to, affordability of and utilization of Naloxone,
- Continue development of Care Coordination, Peer Support Services, and Peer-to-Peer Consultation.

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**HOPE Update FFY 2022:** The DCFS continued to serve on the HOPE Council and contributed to its annual report to the legislature. Due to COVID, the HOPE Council meetings shifted from in person to virtual. The goal of the Hope Advisory Council has been to review and consider new and innovative models and treatments for opioid use disorder for possible further recommendations.

**HOPE Activities Planned for FFY 2023:** Louisiana Department of Health is the lead agency for the HOPE Council. The DCFS will continue to serve and participate on the Council as well as provide data to support the HOPE Council goals and contribute to its annual report to the legislature.

**HOPE Update FFY 2023:** The DCFS continued to serve on the HOPE Council and contributed to its annual report to the legislature. The HOPE Council meetings were held in-person on June 9, 2022, September 8, 2022, January 12, 2023 and on March 9, 2023. The most recent HOPE report was submitted to the legislature on April 13, 2023 and can be found on the HOPE webpage at <https://ldh.la.gov/hope>. The continued goal of the Hope Advisory Council has been to review and consider new and innovative models and treatments for opioid use disorder for possible further recommendations.

**HOPE Activities Planned for FFY 2024:** Louisiana Department of Health is the lead agency for the HOPE Council. The DCFS will continue to serve and participate on the Council as well as provide data to support the HOPE Council goals and contribute to its annual report to the legislature.

f) **Office of Juvenile Justice (OJJ)** and the DCFS collaborate as follows:

**IV-E Eligibility:** DCFS Foster Care and the Federal Programs and Grants unit work with OJJ to assure IV-E eligibility is determined accurately for children in the custody of the Department of Corrections. This work is ongoing.

**Life Skills Training:** Foster Care/Transitional Living Program staff and OJJ staff work together to assure eligible youth receive the life skills training needed to function independently as adults. The Department has worked to implement some of the recommendations from the Youth Aging out Task Force, which includes expanding Chafee Foster Care Independence Providers (CFCIP) services to operate as a one-stop transition center for DCFS and OJJ youth.

**Interstate Compact:** The OJJ Interstate Compact on Juveniles collaborates with DCFS to manage youth runaway situations for youth in foster care both from Louisiana and from other states found in Louisiana.

**OJJ and DCFS Update 2021:** DCFS and OJJ continued to collaborate regarding providing better wrap around services for families and identifying and providing services that were most appropriate to meet client needs.

**OJJ and DCFS Activities Planned for FFY 2022:** Ongoing integrated case management collaboration for dually involved youth.

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**OJJ and DCFS Update 2022:** The DCFS continued to collaborate with OJJ and continued to provide assistance with the completion list for NYTD surveys of youth served. Integrated case management collaboration is ongoing for dually involved youth.

**OJJ and DCFS Activities Planned for FFY 2023:** The DCFS will continue to work with OJJ to assure IV-E eligibility is determined accurately for children in the custody of the Department of Corrections and assist with ICPC cases. The DCFS will continue to offer Life Skills training to eligible youth.

**OJJ and DCFS Update 2023:** The DCFS continued its partnership with OJJ to collaborate and manage youth during runaway situations. During FFY 2023, three (3) children have returned to their home state and two (2) LA children were located in another state and returned with the help of Interstate Compact for Juveniles (ICJ).

The DCFS continued to work with OJJ to assure accurate IV-E eligibility determinations are made for children in the custody of the Department of Corrections and assisted with ICPC cases. DCFS continued to offer Life Skills training to eligible youth.

**OJJ and DCFS Activities Planned for FFY 2024:** The DCFS will continue to work with OJJ to assure IV-E eligibility is determined accurately for children in the custody of the Department of Corrections and assist with ICPC cases. The DCFS will continue to offer Life Skills training to eligible youth.

DCFS will continue our partnership with OJJ to ensure youth are located and transported back to their home state.

g) **Federal Recognized Tribes** and the DCFS collaborate as follows:

**Title IV-B and IV-E Eligibility:** DCFS Foster Care and Federal Benefits Programs work with the federally recognized tribes in Louisiana to assure Title IV-B and Title IV-E eligibility is determined accurately for children served in Child Welfare programs within the tribes. This work is ongoing.

**Life Skills Training:** DCFS Transitioning Youth Program staff and tribal liaisons work together to assure eligible youth receive the life skills training needed to function independently as adults. The Department has worked to implement some of the recommendations from the Youth Aging out Task Force, which includes expanding Chafee Foster Care Independence Providers (CFCIP) services to operate as a one-stop transition center.

**Please refer to Section 5:** Consultation and Cooperation between States and Tribes for updates and activities planned.

h) **Foster Parents and the DCFS collaborate as follows:**

**Quality Parenting Initiative (QPI):** DCFS implemented QPI statewide as of May 2017. Partnerships Agreement Plans were developed. Foster parents and DCFS staff signed the agreements during FFY 2018 as evidence of commitment to QPI. Annual planning and performance documents include QPI expectations for DCFS staff at all levels.

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Initial Client Services: DCFS has developed and implemented processes for initial client service provision such as Comfort Calls and Icebreaker Meetings to foster relationship development between birth parents and foster caregivers.

Foster Parent Support Organization: DCFS finalized the contract for the provider organization for the Foster Parent Support Organization and services began effective July 1, 2019.

**Foster Parents and the DCFS Update 2021:** DCFS continued development of QPI to emphasize the importance of collaboration among DCFS, biological and foster parents. DCFS worked diligently to engrain the QPI philosophy into the organizational culture and strived to provide all stakeholders an opportunity to provide feedback on an ongoing basis. DCFS is fully committed to strengthening partnerships with families and stakeholders by working with them in a respectful, transparent manner. Relationships with foster caregivers is critical to meeting the needs of children in foster care.

Effective February 1, 2021, DCFS implemented monthly email surveys for stakeholders statewide. The surveys solicit feedback about the department's success in collaborating with others. Each month a specific stakeholder group (foster parents; biological parents and older youth in foster care) are surveyed in the Foster Care, Adoptions and Home Development programs. The results of the surveys are compiled and shared monthly with the Area Directors and Regional Administrators as well as with staff in regional CQI meetings.

**Foster Parents and the DCFS Activities Planned for FFY 2022:** DCFS will continue monthly surveys for stakeholders statewide. This information will be used to improve engagement skills and determine the best service provisions available for clients.

**Foster Parents and DCFS Update FFY 2022:** The DCFS continued monthly surveys for stakeholders statewide. This information will be used to improve engagement skills and determine the best service provisions available for clients.

**Foster Parents and DCFS Activities Planned for FFY 2023:** Through the collaboration, monthly Engagement Surveys will be monitored to ensure services are being delivered in a professional supportive manner. The DCFS will continue to collect regional data monthly on comfort calls and icebreakers. Foster Care will work with Home Development units to ensure the DCFS is providing support and guidance to foster parent support organizations by being available to answer questions regarding policies, procedures and services offered. A Foster Caregiver Advisory Board is also under development with a launch date of May 2022. This board will provide a platform for certified caregivers to partner with the agency to improve policy and practice.

**Foster Parents and DCFS Update FFY 2023:** The DCFS continued monthly engagement surveys for stakeholders statewide and shared this feedback with Area Directors, Regional Administrators, and other DCFS staff during regional data meetings. This information has been used to improve engagement skills and engrain the QPI philosophy into the organizational culture including our stakeholders. This information has also been used to

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guide our next steps in determining the best service provisions available for clients. The DCFS Home Development staff started work with Dr. Denise Goodman, a national child welfare expert and consultant, on revising agency policy, revising the foster parent handbook, and creating training for Home Development staff. Dr. Goodman has served over 40 years in child welfare as a child welfare worker, administrator and consultant in the areas of foster parent recruitment and retention and adoption. Dr. Goodman also served as a consultant for the Annie E. Casey Foundation from 1992 until 2022 and is on the Board of Directors for the North American Council on Adoptable Children (NACAC). Dr. Goodman works with child welfare agencies in states across the United States in efforts of improving foster care outcomes for children, youth and families. The DCFS continued its collaboration with the Foster Care Support Organization (FCSO). The FCSO provided three Foster Care Ambassadors, who are also TBRI Practitioners, to each Tri-region to provide one-on-one support to foster caregivers. The Ambassadors continued to coordinate with community partners to develop support organizations in areas that lack foster caregiver support. The Methodist Children's Home continues to provide DCFS with expedited certified home studies for relative caregivers. The Foster Caregiver Advisory Board launched in 2022. The board consists of relative and regular foster caregivers from across the state. Foster caregivers across the state were surveyed regarding issues that affect their fostering experience. These issues fell within three categories: policy and practice; training and support; and communication. The Board reviewed results of the surveys and selected two to three topics within each category to present to the subcommittee work groups. The subcommittees began researching and working on solutions to the issues presented in FFY 2023.

**Foster Parents and DCFS Activities Planned for FFY 2024:** Monthly Engagement Surveys will continue to be monitored to ensure services are being delivered in a professional supportive manner. The DCFS will continue to collect regional data monthly on comfort calls and icebreakers and will share this information with Area Directors, Regional Administrators, and other DCFS staff during regional meetings in an effort to promote open discussion and growth. Foster Care will work with Home Development units to ensure the DCFS is providing support and guidance to foster parent support organizations by being available to answer questions regarding policies, procedures and services offered. The DCFS Home Development staff will continue work with Dr. Denise Goodman, a national child welfare expert and consultant from Columbus, Ohio on revising agency policy, revising the foster parent handbook, and creating training for Home Development staff. The DCFS also plans to work with Dr. Goodman to revise A Journey Home pre-service training to include clinical content to better prepare families for their role as foster parents.

The DCFS Child Welfare Consultant is the HD consultant for The Foster Caregiver Advisory Board (FCAB) and will continue working directly with Dr. Goodman and HD staff in all work efforts related to foster parent recruitment, training and retention. The FCAB will continue reviewing current foster care practices and policies, some of which include foster parent training and retention. These recommendations will be considered in addition to the work with Dr. Goodman. The Foster Caregiver Advisory Board and subcommittees will continue to meet throughout the year to address issues and concerns in

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the areas of policy and practice, training and support, and communications. The subcommittees will submit recommendations to the Board. The Board will review suggestions from the subcommittees and determine which issues should be referred to the DCFS for further action. The FCSO will continue its recruitment and retention efforts by working in partnership with local support organizations. The FCSO Ambassadors will continue to support foster caregivers by providing monthly support groups, a bi-monthly newsletter and one-on-one support to foster caregivers.

- i) **Temporary Assistance to Needy Families (TANF)** and the DCFS collaborate as follows: DCFS Family Support Division administers the TANF program in Louisiana. As two divisions within the same organization, collaboration between Child Welfare staff and TANF staff is frequent and ongoing. Collaboration between the two entities occurs in two significant areas:

Financial Assistance When Children are in the Home: DCFS Child Protective Services (CPS), Prevention/Family Services (FS) and Foster Care (FC) Program staff work with TANF staff to ensure Child Welfare clients have access to financial assistance programs administered by TANF including food and cash assistance.

Financial Assistance for Non-Certified Relative Caregivers: Foster Care staff frequently collaborate with TANF staff to assist non-certified relative caregivers of children in foster care access the Kinship Care Subsidy Program.

Substance Abuse Treatment: The Residential Care for Pregnant Women and Women with Dependent Children Program serves TANF-eligible women with dependent children currently using addictive substances or with a history of use and are at risk for relapse. This program provides assessment, individual, group and family counseling, trauma informed services, drug education, relapse prevention, case coordination and collateral consultations, as well as a continuum of evidenced-based curriculum designed to help get families back to their best individual level of functioning. It provides residential treatment services to women and their dependent children up to age 12. Services include assessment, individual, group and family counseling, trauma informed services, drug education, relapse prevention, case coordination and collateral consultations, as well as a continuum of evidenced-based curriculum designed to help families function at their highest level.

**TANF Update 2021:** Collaboration continued between Child Welfare and TANF staff.

**TANF Activities Planned for FFY 2022:** Child Welfare staff will continue collaboration with TANF staff.

**TANF Update FFY 2022:** Child Welfare staff continued collaboration with TANF staff. CW and TANF staff continued to ensure dual payments are not made to relative kinship care and foster care board payments. CW staff have continued to refer relatives to apply for kinship care and other state assistance to determine eligibility. CW have continued to refer clients for substance abuse services/treatment to ensure all eligible services are received. Clients are referred based on need and have the resource to utilize it in the future.

**TANF Activities Planned for FFY 2023:** The DCFS will continue to collaboratively work with TANF staff. Staff will be directed to refer families to the state's Economic Stability program for assessment of TANF benefits such as food and cash assistance. Non-

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certified relative caregivers will be encouraged to apply for kinship benefits until they become a certified caregiver.

**TANF Update FFY 2023:** During FFY 2023, effective January 1, 2022 the Kinship Care Subsidy Program (KCSP) cash assistance was increased to \$450.00 per month for each eligible child who resides with a qualified relative other than a parent. Child Welfare staff have continued to refer relatives to apply for kinship care and other state assistance to determine eligibility. Relative caregivers can apply for the KCSP subsidy by mail or online by visiting [www.dcf.la.gov/cafe](http://www.dcf.la.gov/cafe). Caregivers can get assistance with the application process over the phone by calling 888-524-3578. Child Welfare staff and TANF Staff continued to collaborate to ensure dual payments are not made to relative kinship care and foster care board payments. A monthly kinship report is generated and monitored which has led to a decrease in dual payments from approximately 7-10 recipients to now 2-3 recipients with a goal of 0. KNP services and resources are available at the 9 Family Resource Centers that uniquely reflect the communities they serve which provide direct, referral and concrete services to families. A foster care monthly report is generated identifying all new relative caregivers. From this report, approximately 100-150 caregivers are mailed information on how to access financial assistance available to those that may qualify as well as how to access resources in their area by using 2-1-1. The DCFS began installing full-time kinship navigator specialists/community coordinators across the state at each of the 9 FRC sites to reach the community of informal caregivers with walk-in services and outreach, and hired a central office to provide leadership of the Kinship Navigator Program. An email address was established for direct contact to the kinship navigator at [DCFS.kinshipcare@la.gov](mailto:DCFS.kinshipcare@la.gov).

**TANF Activities Planned for FFY 2024:** The DCFS Child Welfare staff will continue to collaboratively work with TANF staff. Staff will be directed to refer families to the state's Economic Stability program for assessment of TANF benefits such as food and cash assistance. Non-certified relative caregivers will be encouraged to apply for kinship benefits until they become a certified caregiver. Kinship caregivers will continue to be able to access information about the Kinship Navigator Program on the DCFS website connecting them with resource information and access to financial assistance programs. Relative caregivers will continue to receive resources and support through the 9 Families Resource Centers across the state including the use of concrete emergent funding in time of need.

- j) **Citizens' Review Panels (CRP):** For additional information on CRPs, please refer to the CAPTA portion of this plan.
- k) **Federal Partners:** DCFS collaborates with **ACF Region VI** on the compilation and submission of various reports and other documents, and receives ongoing support from the regional office on matters of practice and policy as well as support from the **Capacity Building Center for States**.

**Federal Partners and DCFS Update 2021:** DCFS continued collaboration with federal partners.

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**Federal Partners and DCFS Activities Planned FFY 2022:** DCFS will continue collaboration with federal partners.

**Federal Partners and DCFS Update FFY 2022:** The DCFS continued collaboration with federal partners.

**Federal Partners and DCFS Activities Planned for FFY 2023:** The DCFS will continue collaboration with federal partners.

**Federal Partners and DCFS Update FFY 2023:** The DCFS continued collaboration with federal partners.

**Federal Partners and DCFS Activities Planned for FFY 2024:** The DCFS will continue collaboration with federal partners.

**2. Private Not for Profit Organizations:**

- a) **Casey Family Programs (CFP):** DCFS collaborates with CFP for Judicial engagement and policy and practice improvements to support safety, permanency and well-being for children in their own homes or in foster care. Specific collaborative efforts undertaken with the support of CFP include judicial involvement, planning for implementation of My Community Cares, and development of a training curriculum for supervisors.

**CFP Update 2021:** The Department continued collaboration and work on the 2020 Work Plan and Progress Report with Casey Family Programs.

- **Legal representation:** DCFS met with CIP, Child Focus, and the American Bar Association (ABA) regarding implementation of interdisciplinary representation, including adding a parent mentor to the legal team in Rapides Parish.
- **Family Engagement:** The Pelican Center for Children and Families hosted a listening circle with birth parents in Caddo parish.
- **My Community Cares (MCC):** DCFS has collaborated with the Pelican Center, Community Build Ventures and CFP Technical Assistance to develop a plan to implement MCC in 2020. DCFS provided talking points to the Pelican Center, has met with juvenile court judges in Baton Rouge and with the Urban League of Louisiana to garner support for this initiative. The Pelican Center developed a toolkit called “How to Host a Community Conversation” for distribution to teams promoting MCC.
- **Supervisor Curriculum and Training:** CFP provided technical assistance and consultation to operationalize the Principles of Practice, to support development of a curriculum for supervisor training. The team introduced the curriculum to staff in a kickoff meeting that provided an opportunity for staff to provide feedback. The team consulted with Anthony Ellis, Baton Rouge Regional Administrator, to identify training needs of regional staff to support improve engagement with families.

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**CFP Activities Planned for FFY 2022:** DCFS will continue collaboration with CFP in the following areas:

- Strengthen legal representation for all parties involved in child welfare to assure fair outcomes;
- Engage First Lady on policies to reduce abuse and neglect and support permanency and well-being;
- Enhance capacity to prioritize and manage high impact strategies in one or more of Casey’s Five Outcome areas, the Family First Prevention and Services Act (FFPSA) Implementation.
- Advance engagement efforts to initiate and accelerate community conversation and collaboration with the child welfare system and multiple stakeholders.
- Inform and educate community members and leaders on addressing child and family needs to reduce child abuse and neglect safely.
- Continue support of Quality Parenting Initiative (QPI) integration into practice to improve foster care in Louisiana improving engagement between birth and foster parents.
- Professionalize the child welfare workforce by promote identifying best practices, training needs and key competencies (knowledge, skills and abilities) for front-line staff and supervisors.

**CFP Update FFY 2022:** The DCFS continued collaboration with CFP in the following areas:

- Strengthened legal representation for all parties involved in child welfare to assure fair outcomes by utilizing the Louisiana Child in Need of Care Benchbook which focuses on the safe and timely return of children, appointing counsel at the earliest point possible in CINC cases, along with the revision of instanter orders, court reports and case plans.
- Advanced engagement efforts to initiate and accelerate community conversation and collaboration with the child welfare system and multiple stakeholders with the implementation of MyCommunityCares (MCC). MCC was designed to enhance coordination and collaboration between DCFS, courts, service providers, and community members to identify social determinants and root causes of child abuse and neglect in the priority zip codes in each parish, identify and capture services and supports in each parish, provide a collaborative online resource platform, and engage community members in advocating to fill gaps/barriers to services and supports in their community.
- Engaged First Lady on policies to reduce abuse and neglect and support permanency and well-being through conferences focusing on strengthening community partnerships to support families who have or potentially will come into contact with the state’s child welfare system.
- Informed and educated community members and leaders on addressing child and family needs to reduce child abuse and neglect safely by building MCC teams of community leaders and service providers to advocate for the needs of the community to prevent child abuse and neglect.

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- Continued support of Quality Parenting Initiative (QPI) integration into practice to improve foster care in Louisiana improving engagement between birth and foster parents.
- Piloted a Parent Advocate in Rapides Parish who worked with elementary schools with the highest rates of children entering foster care to connect families to needed services and supports.
- Provided technical assistance to the Public Defenders Board, Louisiana Bar Foundation, and child representation programs to implement the High-Quality Multidisciplinary Parent and Child Representation Model.

**CFP Activities Planned for FFY 2023:** The DCFS will continue collaboration with CFP. The DCFS will continue to partner with CFP to establish a CQI process or the new MCC Model. The DCFS will continue to develop ways to advance engagement efforts with the child welfare system and stakeholders. Louisiana will continue to work with Casey Family Programs to achieve change in the areas of legal representation, family engagement, and training. The DCFS will continue to enhance capacity to prioritize and manage high impact strategies in one or more of Casey’s Five Outcome areas, the Family First Prevention and Services Act (FFPSA) Implementation.

**CFP Update FFY 2023:** Casey Family Programs worked closely with the DCFS to inform and educate community members and leaders on addressing child and family needs to reduce child abuse and neglect safely by building My Community Cares (MCC) teams of community leaders and service providers to advocate for the needs of the community to prevent child abuse and neglect. CFP has provided support to the consulting contracts for Mainspring by working to assist with defining the My Community Cares (MCC) State Team roles. Casey Family Programs has provided technical assistance to the Public Defenders Board, Louisiana Bar Foundation, and child representation programs to implement the High-Quality Multidisciplinary Parent and Child Representation Model. They also assisting with locating an Organizational Home for the MCC State Team.

**CFP Activities Planned for FFY 2024:** The DCFS will continue to work with Casey Family Programs to establish and assess the needs of the My Community Cares (MCC) model. The DCFS will continue to work on improving services related to legal representation for every family member involved with DCFS, family engagement, and training for all stakeholders.

b) **Annie E. Casey Foundation (AECF):** Focuses on strengthening families, building stronger communities and ensuring access to opportunity. AECF advances research and solutions to overcome the barriers to success, help communities demonstrate what works and influence decision makers to invest in strategies based on solid evidence. DCFS established five workgroups in collaboration with AECF:

- **The Family and Youth Voice Involvement Workgroup** had three primary goals:
  - Evaluation of certified foster homes – This workgroup revised the certified foster homes evaluation document to allow birth parents and youth to provide information regarding Quality Parenting Initiative practices and the foster

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parent's efforts to achieve the case plan goal. The workgroup submitted revision recommendations to the Home Development Unit for finalization.

- Racial equity and inclusion - This workgroup reviewed and updated two foster care policies and two CPS policies to ensure consideration of racial equity and inclusion. DCFS staff continues to work with stakeholders and birth parents to ensure the policies consider racial equity and include QPI language. The workgroup identified needed changes plans to complete a thorough policy review.
- Placement stability – This workgroup revised preservation staffing policy to include family and youth voice and involvement. The workgroup conducted a WebEx to introduce the changes to specialized youth workers and youth consultants. The group continues to monitor field staff's ability to conduct preservation staffings and assure that child welfare consultants are available to lead or participate in preservation staffings. The group plans to develop a report identifying children and youth who experience three or more placements in a given month. The group continues to explore issues and develop strategies to reduce placement moves for youth in foster care.
- **Enhanced Use of Data (EUD) Workgroup** was responsible for identifying valid and reliable data sources to support outcomes-based performance management for older teens in foster care.
  - Data – The workgroup identified available data and areas where data was needed but unavailable. The workgroup collaborated with other workgroups to identify appropriate outcomes for measurement. The collaborating workgroups decided that the outcome reports should focus on how the children and youth are functioning rather than on compliance. The workgroup developed an outcome data report for teens that is to be reviewed and updated every six months. The workgroup circulated the report and finalization is expected soon.
  - Apply performance management principles to improve youth permanency – the workgroup analyzed data to determine where children and youth most frequently get 'stuck' in foster care and prevent youth from aging out of foster care without a permanent home. The workgroup considered factors such as age, time in foster care, race, reason for foster care entry, etc.
  - The workgroup, with feedback from the Extended Foster Care (EFC) workgroup, used the data to identify the population of youth to be served by the new youth specialists under the EFC Program. The team developed individualized performance management reports for each workgroup. Workgroup leads provide information to AECF and the DCFS CW Data Unit. The data unit completes and distributes the reports monthly.

The goals of the workgroup have been met, but the workgroup is available to reconvene if necessary.

- **Extended Foster Care (EFC) Workgroup** is responsible for implementing the EFC statute (Act 400) which was signed into law on June 19, 2019. Achievements and activities are described below.

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- Participation - EFC staff are currently serving 144 youth (127 who have aged out of foster care and 17 youth aged 17.5 but not yet 18 in foster care).
- Adult adoptions – The first 2 adult adoptions are underway and staff are receiving additional referrals.
- Housing: DCFS has secured 25 housing vouchers from Louisiana Housing Corporation (LHC). DCFS and LCH have entered into memorandum of understanding regarding housing assistance for young adults, parents and families served by DCFS. A person involved in LCH negotiations left the department, causing a delay. To date, DCFS has made one housing referral and two others are pending. Policy is in draft and almost complete to provide the process to secure and approve Host Homes. DCFS continues to meet with multiple housing programs to develop housing resources throughout the state.
- Staffing: DCFS has hired a WWK recruiter who began work in late September. A recommendation has been made for hiring for an administrative review position. DCFS has held interviews for a Child Welfare Services Assistant position and a Statewide Manager but recommendations have not yet been made. A new supervisor and worker have been hired in Shreveport to become the fifth team.
- Management: The Youth Villages (YV) Lifeset model continues to be implemented and this supportive model has been well received by the staff and youth. The initial Program Model Review has been completed with favorable results. DCFS is developing the Program Improvement Plan.
- Youth Advisory Board: The second Youth Advisory Board retreat was held in November and was successful. Work Plans were developed for the year. The Work Plans focus on strengthening and structuring the board, placement instability and legislative efforts. The board and DCFS collaborated to develop a Foster Youth Bill of Rights. AECF arranged for DCFS to get training from Jim Casey regarding group dynamics, ‘managing your own trauma’, and becoming a change leader.
- Community Involvement: AECF assisted with visual tools for the board, and helped develop a guide and training (ongoing) to share with community organizations or groups that want to have a youth participate on boards or serve in other positions. The training teaches how community organizations can appropriately incorporate the youth’s voice and necessary considerations.
- **Families First Workgroup** collaborated with AECF to develop ways of preventing removal of children and reducing the inappropriate use of group care with a focus on requirements of the Family First Prevention Services Act.
  - Preventing removal – the workgroup studied how to identify the target for Family First Prevention Services based on review of data that informs the definition of candidacy, defining reasonable candidates, deciding what services will help keep families together and children out of foster care. The work centered on identifying evidence based services to prevent removal and understanding procedures for claiming Title IV-E and financial implications.
  - Group care – The Families First Act requires that group care be used only when the child or youth has a specific treatment need that families cannot meet. The

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residential workgroup developed a comparison of Non-medical group homes (NMGH) and Therapeutic group homes (TGH) with Qualified Residential Treatment (QRTP) Facilities that identified and analyzed data to understand the population of children in residential care and developed a fiscal analysis of the impact Title IV-E funding changes for group care.

- **Management of Group Care Workgroup** disbanded in July 2019.
- **Resource Development Workgroup** focused on AECF assistance to Home Development (HD) in the following areas:
  - Outsourcing duties - a work effort analysis was completed to determine which, if any, HD responsibilities could be considered for outsourcing so that HD staff would have additional time to focus on recruitment and retention.
  - Foster home needs – foster caregiver data of open homes, available placements, homes with no placement in 12 months, and placement needs in each region were provided to the regions. Regions did a clean up to determine actual needs for targeted recruitment.
  - Recruitment plans: AECF provided recruitment plan training to all HD staff across the state and assisted all of the regions in developing targeted recruitment plans. AECF is assisting HD in developing a recruitment program enlisting current foster caregivers to assist with recruitment.
  - Targeted recruitment: trained HD consultants in strategies to assist regions with targeted recruitment. AECF provided quarterly consultation to regions on targeted recruitment efforts.
  - Resources for teens: AECF assisted HD in developing a statewide resource listing for foster caregivers of teens, which was provided to all regions to share with caregivers.
  - Pre-service orientation: AECF began work to assist HD in revising pre-service orientation to focus more on needs of homes for teens.
  - Foster Parent Handbook: AECF is assisting HD in revising the Foster Parent Handbook.

**AECF Update 2021:** Partnership continued with Annie E. Casey to improve services to youth in care. AECF was to continue assisting HD in developing a statewide-targeted recruitment campaign for homes for teens and older youth scheduled to launch in the fall of 2020; however, Home Developments (HD) work with AECF was postponed due to COVID and hurricanes in 2020.

AECF completed work assisting HD in revising pre-service orientation to focus more on needs of homes for teens. The completion date was delayed due to COVID; however, implementation took affect January 2021. AECF consultants trained HD staff in the revised orientation presentation and provided training in presenting information through virtual format. Due to COVID pre-service orientation is now virtual.

The AECF work is completed at this time with the EFC unit.

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**AECF Activities Planned for 2022:** The AECF work is completed at this time with the Home Development unit and the Extended Foster Care unit.

**AECF Update FFY 2022:** The collaboration with this program has ended for Extended Foster Care and Home Development.

**AECF Activities Planned for FFY 2023:** N/A

**AECF Update FFY 2023:** The collaboration between Annie E. Casey and the DCFS ended in FFY 2022. During FFY 2022, Annie E. Casey issued \$25,000 in gift cards to DCFS families to assist with needs during the pandemic. The cards were disbursed to each region as follows:

DCFS Regions:	Cards issued
Orleans	61
Baton Rouge	48
Covington	47
Thibodaux	48
Lafayette	48
Alexandria	12
Lake Charles	28
Shreveport	48
Monroe	64
<b>Total number of cards</b>	<b>404</b>
<b>Total amount used</b>	<b>\$20,200</b>

**AECF Activities Planned for FFY 2024:** N/A

- c) **Quality Improvement Center for Workforce Development (QIC-WD):** QIC-WD selected DCFS for a five-year workforce development grant in 2017 to improve the child welfare workforce in Louisiana. The improvement efforts focus on recruiting and selecting applicants who possess the knowledge, skills and abilities needed by child welfare workers, and retaining qualified employees to assure quality service delivery and improved outcomes for children and families. The work continues with exploration and data collection. The QIC-WD leads a team to develop a plan of intervention.

**QIC-WD Update 2021:** QIC-WD continued implementation of the Workforce job redesign, which entailed implementing the prevention and permanency teams to include the new Team Specialist role. Full implementation of the rollouts of the three experimental areas (Calcasieu Parish, East Baton Rouge Parish and Lafayette Parish) were completed in February 2020. After full implementation, the QIC-WD team worked together on the evaluation design, testing the theories of how the job redesign will improve child welfare practice, family outcomes and employee retention. The evaluation design includes surveys, time studies, case record reviews, and anecdotal information by the experimental group as well as for the controlled areas (Bossier Parish, Caddo Parish, Ouachita Parish, Rapides

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Parish, St. Tammany Parish, West Jefferson Parish, Lafourche Parish and Terrebonne Parish).

Significant findings or events during this reporting period: The project improvised its practice during the Phase 1 quarantine period in April 2020 until May 15, 2020. Although under restrictions of quarantine, the model design was followed as much possible from a remote distance (huddles, staff meeting, planning etc. via virtual mechanisms). Following the quarantine, DCFS transitioned into Phase 2 with limited, but in-person visits resumed and more compliance with the model design (e.g. in-person parent-child resumed, resource availability increase).

**OID-WD Activities Planned 2022:** The project is in its last phase and is scheduled to end on September 30, 2021. A project extension has been requested but this has not been approved as of this reporting period. The overall plan for the Job Redesign is to explore the outcome measures based on the theories of change. If the evidence is favorable to child welfare practice and family outcomes, the DCFS would like to expand this practice across Louisiana child welfare.

**OID-WD Update FFY 2022:** The DCFS requested and was granted a no cost extension through August 2022. This project is in its final year and the DCFS will continue processing evaluation and outcomes. The overall plan for the Job Redesign is to explore the outcome measures based on the theories of change. If the evidence is favorable to child welfare practice and family outcomes, the DCFS will look to expand this practice across Louisiana Child Welfare. Time studies were conducted electronically in May and October 2021 as working arrangements changed in response to the Covid-19 pandemic. The WIE team planned to compare how time was spent by caseworkers in the experimental and control parishes. This comparison was abandoned for the October 2021 period due to concerns over the accuracy of the time logs submitted from the control parishes. The final survey was completed in November 2021 and a focus group was held in February 2022.

**OID-WD Activities Planned for FFY 2023:** The DCFS will continue to spend its final reporting period measuring and evaluating outcomes.

**OID-WD Update FFY 2023:** The DCFS has not closed out its measuring and evaluation process for QID-WD. Data is still pending as the agency is awaiting the final report from the evaluation team with the QIC-WD. The Agency will not continue to collect data related to the job redesign. The QIC-WD and local implementation team created new teaming structures and added a new professional position, the Child Welfare Team Specialist (CWTS), responsible for the administrative, non-clinical, aspects of the DCFS work. The results of time studies and focus groups supported the role of the Team Specialist as an instrumental part of the success of lessening the number of administrative tasks that workers had to complete. Due to the overwhelming positive impacts of the Child Welfare Team Specialists role, the DCFS moved to expand the role in child welfare statewide. The expansion began November 2022 and is continuing in the full implementation, training and development. A role specific training is in the process of being developed through the

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Louisiana Child Welfare Training Academy to assist all Team Specialists in understanding their integral role in Child Welfare.

**OID-WD Activities Planned for FFY 2024:** The plan is for the final data analysis from the overall implementation of the Job Redesign and Teaming to be presented to the DCFS Leadership in September 2023. The DCFS will continue to expand the Team Specialist position statewide in order to support frontline staff with the goal of improving outcomes for families. Team Specialist will attend role specific training that will begin roll out in July 2024.

- d) **Braveheart Foundation:** by serving on the Board of Directors and meeting with the organization monthly. Braveheart is a Baton Rouge based organization that raises awareness of foster care by enlisting the assistance of many community organizations, church groups, businesses and individuals to develop Braveheart's plan for supporting children entering foster care. DCFS staff serve on the Board for Braveheart and meet with the foundation monthly.

Children entering care: Braveheart provides backpacks to local DCFS offices statewide for children entering care. The backpacks contain comfort items and some essentials.

Life books: Braveheart provides life books for children and youth in foster care.

Christmas gifts: Braveheart provides Christmas gifts that are meaningful to children and youth.

Older youth in foster care: Braveheart is working with DCFS to develop options for supporting work with older youth preparing for independence, and collecting items more specific for youth in need such as a microwave oven for a youth transitioning to college.

**Braveheart Foundation Update 2021:** DCFS continued to meet monthly with the Braveheart Foundation. Braveheart continued to provide backpacks, life books and Christmas gifts for children in foster care. Braveheart took steps to assure that the items purchased for children in foster care were meaningful and specific to the individual child's desires and needs. Braveheart hosted an event in Baton Rouge Saturday, May 15, 2021 to benefit foster children and raise money for their programs. This event was a family fun day with multiple activities and tickets were available for the public to attend.

**Braveheart Foundation Activities Planned for 2022:** Braveheart will work with DCFS to revamp life books so that the process of creating a life book is more therapeutic for the children and youth.

**Braveheart Foundation Update FFY 2022:** Through the collaboration with Braveheart Foundation, 947 backpacks were issued statewide that contained items of personal hygiene, school supplies, and comfort for each child as they transition into foster care. Braveheart also assembled and distributed 963 Life Books statewide that contained fun pages that a child can work with their caregiver to fill in and color. For Christmas, they assisted caseworkers and foster parents in making the holidays a little brighter by providing Christmas gifts to children of all ages by collecting, wrapping and distributing 1,550 gifts to these children. A new program was piloted in the Covington Region that allowed youth aging out of foster care or continuing in Extended Foster Care to choose up to \$200 from

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a compiled list of educational, household, and general items that will enhance their ability to establish independent living skills and become successful adults. These items were provided to 26 young people in the Covington region. After Hurricane Ida devastated much of south Louisiana in 2021, Braveheart, along with other generous partners, were able to assist displaced youth with emergency funds totaling \$3,422 to meet their various needs during the crisis such as: hotels, gas, food and other necessary items to ensure that the youth had the essentials they needed and safe housing.

**Braveheart Foundation Activities Planned for FFY 2023:** Braveheart will work with the DCFS to revamp Life Books so that the process of creating a life book is more therapeutic for the children and youth. Louisiana DCFS and Braveheart will continue to meet monthly. Braveheart will be submitting grant requests and raising funds in order to expand the program for EFC across the state. In the summer of 2022, Braveheart will conduct a virtual career day to invite youth statewide to attend and meet with different partners to equip youth with the education needed for jobs. Braveheart and Louisiana DCFS will continue their partnership in an effort to positively impact the children and youth of Louisiana in 2022 and beyond.

**Braveheart Foundation Update FFY 2023:** The DCFS continued collaboration with Braveheart Foundation to support children in foster care. During calendar year 2022, 997 backpacks were issued statewide for children ages 0-18 in their first few days of foster care. The backpacks contained items such as personal hygiene, school supplies, and a comfort item like a blanket or teddy bear. Braveheart also assembled and distributed 897 Life Books to all nine regions of the state. These updated Life Books, based on specific age groups, contain pages that start with focusing on the child's life including birth information, schools attended, religious preference, their culture, pages on their family history, and then pages they can complete about their foster care story. There is also a page with a roadmap to document their placements, followed by age appropriate feelings worksheets, and then a place to document contact information for important people they meet along their journey. For Christmas, Braveheart assisted caseworkers and foster parents by providing Christmas gifts to children of all ages by collecting, wrapping and distributing 2,000 gift bags with multiple gifts for each child. Covington Region was again able to provide youth aging out of foster care or continuing in Extended Foster Care by providing 100 gift cards and other gifts like a bicycle, scooter, headphones, cameras, tablets, luggage, or other age appropriate gift. Braveheart also extended gifts to include 19 of the EFC youth's children so this young adults could provide gifts to their children for Christmas. During 2022, thirty-two EFC youth from Covington and Baton Rouge region received \$200 to help obtain educational, household, and general items to help enhance their ability to establish independent living skills and become successful adults. Braveheart was also able to distribute 25 laptops in the fall of 2022 to youth in foster care. A career fair was also held on June 1-2, 2022 to help these youth learn about career options. During 2022, the DCFS staff continued to attend monthly Braveheart board meetings to learn about their services and to provide feedback on the services that are currently being met through the many gifts provided by Braveheart.

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**Braveheart Foundation Activities Planned for FFY 2024:** Louisiana DCFS and Braveheart will continue to meet monthly during FFY 2024. The DCFS will also attend Braveheart’s strategic planning meeting and biannual meetings scheduled during 2023-2024. Braveheart will continue to provide life books, backpacks and Christmas gifts for foster children. Braveheart will continue to provide support to EFC youth from the Covington and Baton Rouge region and possibly expand the support to EFC youth in other regions across the state. During FFY 2024, Braveheart is planning to conduct another career day for DCFS youth in foster care. Braveheart and Louisiana DCFS will continue their partnership in an effort to positively impact the children and youth of Louisiana in 2023 and beyond.

- e) **Crossroads NOLA (New Orleans, LA):** Crossroads is a faith-based organization affiliated with the Louisiana Baptist Association. The following collaborative activities are ongoing:

Training: Crossroads offers an annual statewide training for foster parents, community partners and DCFS staff through an Empowered to Connect Training simulcast. In partnership with the Louisiana Child Welfare Training Academy (CWTA), Crossroads was instrumental in the initiation, organization and dissemination of Trust Based Relational Intervention (TBRI) training. Crossroads offers TBRI training around the state for foster caregivers, residential providers, DCFS staff, legal partners, and other stakeholders.

Foster Caregiver Support: Crossroads assists with a wide variety of recruitment, training and support efforts for foster/adoptive parents including orientation and support groups for foster caregivers.

Community Outreach: Crossroads works with the community to develop supports for foster caregivers, and is developing plans for outreach in the New Orleans area to support current caregivers and exploring other opportunities to be a community resource for families involved with the child welfare continuum of services.

**Crossroads NOLA Update 2021:** The Foster Parent Pre-Services Training was contracted with CR NOLA for 2021 and DCFS-CW staff as well as new foster parents will be able to attend this training. Efforts by Crossroads NOLA were delayed including support, in person support efforts and support groups due to the effects of COVID. Many activities hosted by Crossroads including fun days for families were postponed or delayed due to the pandemic. Crossroads NOLA was able to convert to virtual support including orientation and support groups.

**Crossroads NOLA Activities Planned for 2022:** DCFS plans to continue with the Crossroads contract. DCFS will continue the partnership with Crossroads in recruitment, training and supportive services to foster parents in the Orleans and Covington regions. Crossroads plans to continue work with DCFS implementing pre-service training for foster families recruited by Crossroads. Crossroads will continue to provide TBRI training statewide.

**Crossroads NOLA Update 2022:** The DCFS continued to collaborate with Crossroads NOLA in FFY 2022. Crossroads began pre-service certification for DCFS foster parents in

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2021. The DCFS continued the partnership in the areas of recruitment, training and supportive services to foster parents in Covington and Orleans regions.

**Crossroads NOLA Activities Planned for 2023:** The DCFS will continue its contract with Crossroads NOLA to provide trainings to the community, foster parents and DCFS staff. The partnership will also continue to include providing supports to the community and to the foster caregivers. Crossroads plans to continue work with DCFS implementing pre-service training for foster families recruited by Crossroads. Crossroads will continue to provide TBRI training statewide.

**Crossroads NOLA Update 2023:** The DCFS continued to collaborate with Crossroads NOLA (now known as “Crossroads”) in FFY 2023. The DCFS continued to contract with Crossroads to provide pre-service training to foster parents. In 2022, 836 prospective foster parents completed A Journey Home pre-service training. The DCFS training unit has a separate contract with Crossroads to train TBRI to staff, foster parents, and community partners. Crossroads provided online TBRI training to 536 individuals in 2022. The DCFS continued the partnership with Crossroads to recruit families in the faith based community and they provided support to those families after certification. During 2022, Crossroads recruited 16 foster families and supported a total of 82 families in their network.

**Crossroads NOLA Activities Planned for 2024:** The DCFS will continue the contract with Crossroads to provide TBRI trainings to the community, foster parents, and DCFS staff. The continued partnership will also include foster parent recruitment within the faith-based community and providing supports to families after certification. The DCFS plans to continue to contract with Crossroads to provide A Journey Home pre-service training to foster parents.

- f) **Louisiana Baptist Children’s Home (LBCH):** LBCH is a faith-based organization affiliated with the Louisiana Baptist Association. The following collaborative activities are ongoing:

**Foster home development:** LBCH recruits basic and specialized foster homes to meet the unique care needs of children in foster care for DCFS. LBCH has a foster care community of individual foster homes in Monroe that provide placements for children in DCFS custody. LBCH is a licensed child-placing agency, and it licenses and maintains these foster homes. LBCH does training and licensing for both DCFS homes as well as private foster homes for the Baptist faith community.

**Training:** LBCH presents pre-service orientation for the families they recruit. LBCH and Crossroads NOLA offered training to foster parents, community partners and DCFS staff statewide through an Empowered to Connect Training simulcast.

**Home Studies:** LBCH completes home studies on the families they recruit, and DCFS makes the certification decision and certifies as appropriate for homes that are not in the LBCH licensed community.

**Support to Foster Families:** LBCH provides ongoing support to foster families through individual support and monthly support group meetings. LBCH works with faith-based and community organizations throughout the state to develop support services for foster caregivers and children in foster care.

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**LBCH Update 2021:** DCFS continued collaboration with the LBCH. LBCH met the needs of over 2,200 children in 2020. LBCH will host a virtual faith based support collaborative meeting in May 2021. Orientation and trainings were delayed due to COVID. The pandemic affected the number of foster homes recruited through the LBCH; however, recruitment appears to be back on track as LBCH has adjusted to the pandemic.

**LBCH Activities Planned for 2022:** DCFS plans to continue collaboration with the LBCH for recruitment, retention, training and supportive services to foster parents.

**LBCH Update FFY 2022:** The DCFS continued collaboration with the LBCH for recruitment, retention, training and supportive services to foster parents. LBCH hosted monthly virtual foster caregiver orientations across the state for families interested in being caregivers. LBCH continued to provide a foster care community in Monroe for foster homes with children in DCFS custody. LBCH hosted an Adoption Conference in November 2021 that provided training hours for DCFS foster parents and staff. LBCH hosted the Empowered to Connect (TBRI) Simulcast in April 2022 that provided training hours for DCFS foster parents and staff. LBCH hosted a Foster the Connection conference that brought foster/adoptive support organizations, DCFS staff and foster parents together to discuss needed supports, breakout sessions on supporting biological families, TBRI and preparing youth to transition out of foster care. LBCH continued to work with community partners and Baptist churches in providing support to foster caregivers and children in care.

**LBCH Activities Planned for FFY 2023:** LBCH plans to continue recruiting foster families within the faith-based community, hosting monthly orientations, and periodically completing home studies for families. LBCH will continue to provide the foster care community in Monroe. LBCH has committed to providing annually, the Foster the Connection and Empowered to Connect (TBRI) adoption training conferences for DCFS staff, DCFS foster caregivers and community partners. LBCH will continue to work with Baptist churches throughout the state to provide support for DCFS foster caregivers. LBCH also plans to create a foster home recruitment campaign within the Baptist Latino churches across the state in efforts of increasing the population of Spanish speaking foster caregivers to care for Latino children and youth.

**LBCH Update FFY 2023:** The DCFS continued collaboration with the LBCH for recruitment, retention, training and supportive services to foster parents. The LBCH presented foster caregiver orientation to 46 families statewide in 2022. The LBCH provided on-going support for 25 DCFS-certified foster families in 2022. The LBCH also partnered with the DCFS to offer “Making Sense of Your Worth” and “Parenting for Positive Self-Worth” in Monroe Region. Fourteen birth parents participated in these trainings in 2022. The LBCH also provided space for the DCFS family visits at their campus in Monroe. The LBCH continued to provide a foster care community in Monroe for foster homes with children in the DCFS custody. The LBCH hosted their third annual Foster the Connection virtual conference that focused on trauma-informed care and equipping churches and individuals within the faith-based community to care for children from hard places. The conference brought foster/adoptive support organizations, DCFS staff, and foster parents

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together to discuss the impact of trauma on developing children, Trust-Based Relational Intervention strategies, and how the church can support healing for children and families. The LBCH also launched an Associational Foster Care and Adoption Ministry model that encouraged Baptist churches within an association to work collaboratively towards meeting local foster care needs. In January 2023, an Associational Foster Care and Adoption Ministry Coordinator was hired by the Eastern Louisiana Baptist Association in Livingston Parish to work as a liaison between the local DCFS office and churches within the association to recruit foster families within the church and coordinate ministry efforts among the associational churches.

**LBCH Activities Planned for FFY 2024:** The LBCH plans to continue recruiting foster families within the faith-based community, hosting monthly orientations, and periodically completing home studies for families. The LBCH will continue to provide services and support for the foster care community in Monroe. The LBCH has committed to hosting the Foster the Connection conference for the DCFS staff, DCFS foster caregivers and community partners on an annual basis. The LBCH will continue to work with Baptist churches throughout the state to provide support for DCFS foster caregivers. The LBCH will continue to roll out their Associational Foster Care and Adoption Ministry model across the state. The LBCH plans to continue offering space for DCFS family visits at their campus in Monroe. They also plan to continue offering parenting classes to birth families in the Monroe Region.

- g) Empower 225:** Empower 225 is a faith-based organization affiliated with Healing Place, a Baton Rouge non-denominational church. Healing Place Serve changed the name to Empower 225 and created a website <https://empower225.org>. The organization's mission is to empower youth in the capital region who are at-risk of homelessness and dependency to reach their highest potential through educational support, life-skills training (Empower 225 is an Independent Living contract provider), career preparedness, housing and mentorship. The following collaborative activities are ongoing:
- Human trafficking:** Empower 225 provides services to human trafficking survivors and provides training to other organizations that provide services to human trafficking survivors.
- Leadership and life skills:** The Empower 225 Leadership Academy has a goal of help youth have a career with a livable wage through job training and secondary education. It assists youth to achieve a high school diploma or equivalent. The academy teaches life skills to help youth succeed relationally and professionally.
- Housing:** Empower 225 provides housing for males age 16 to 21 who are at risk of homelessness through Anchor House, an eight bed family-style home.
- Foster Care/Adoption Initiative:** Empower 225 provides awareness and advocacy for youth in care and available for adoption. The organization recruits foster and adoptive parents through the traveling Louisiana Heart Gallery (LHG) display, a collection of pictures and information about youth available for adoption.
- Training and support:** Empower 225 provides training and support for foster caregivers and birth parents. DCFS has trained Empower 225 volunteers to present 'A Journey Home' pre-service training. The volunteers are working with DCFS to present pre-service training to the families they recruit.

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**Empower 225 Update 2021:** All efforts mentioned above were continued through FFY 2021. Empower 225 has assisted with the trainings presented by Crossroads and continued to provide housing.

**Empower 225 Activities Planned 2022:** DCFS plans to continue collaboration with Empower 225. DCFS plans to contract with Empower 225 for a youth ambassador position. The purpose of this ambassador position is to ensure youth voice is incorporated throughout all aspects of the child welfare system through the development of youth leadership and advocacy at the local, state and national level. The duties of the new ambassador position include assisting in leading the State Youth Board, assisting in advocacy efforts at the Capitol, assisting in organizing youth testimony, providing coaching and support to peer support staff, training peer support staff and organizing youth participation on activities and workgroups.

**Empower 225 Update FFY 2022:** The DCFS continued collaboration with Empower 225. The youth ambassador position was filled and was designed to be the voice of the youth population throughout the child welfare system on national and local level. Empower 225 continued to manage the IL program in Baton Rouge and the transitional living program at Anchor House.

**Empower 225 Activities Planned for FFY 2023:** Empower 225 will continue to provide services to human trafficking survivors and youth who are at risk of homelessness and dependency. Empower 225 will continue to provide educational support, life skills training, career readiness, housing, and mentorship services to the youth of the child welfare system.

**Empower 225 Update FFY 2023:** Empower 225 continued to provide services to human trafficking survivors and youth who are at risk of homelessness and dependency. Supports were provided to families who have participated in the A Journey Home classes by assisting the DCFS with facilitating the classes and providing a site for in-person sessions when needed. Empower 225 provided Independent Living (IL) services and Life skills Reimagined to youth transitioning from FC as a member of the Independent Living Coalition providing services throughout the Baton Rouge Region. The DCFS Youth Ambassador position was provided through Empower 225 and assisted the DCFS as the liaison between the LEAF Board. Through this work, the DCFS was able to ensure the goals and activities of LEAF were met. Empower 225 provided career readiness, housing needs, and assisted youth in foster care through their Street Ministry by providing clothing, snack foods, and hygiene items. The DCFS Child Welfare Data and Analytics Team provided data related to all children and youth in foster care for SFY 2022 to the Transitioning Youth Team to bring awareness and work to alleviate concerns surrounding placement stability. On March 31, 2023, Empower 225 hosted a placement stability partnership meeting with community partners, child welfare non-profit agencies and local housing organizations to brainstorm solutions for placement instability for foster youth.

**Empower 225 Activities Planned for FFY 2024:** Empower 225 will continue to provide services to human trafficking survivors and youth who are at risk of homelessness and dependency through their Street Outreach Program. Empower 225 will continue to provide

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educational support, life skills training, career readiness, housing, and mentorship services to the youth of the child welfare system through the Independent Living Contract with the DCFS. Empower 225 will continue to work with the DCFS as a member of the Independent Living Coalition.

- h) James Samaritan (JS):** A non-profit organization in the Covington Region. It has been supporting the foster care system for eight years, and works with churches, volunteers, foster families, children in foster care and youth who have aged out of foster care. Collaboration between James Samaritan and DCFS includes the following areas:
- Resources: JS provides appropriate beds to support placements of children in foster care and necessities for foster parents who lack financial resources.
- Recreation: JS provides sports uniforms and fees so children in foster care can participate in extracurricular activities.
- Transitioning youth: JS has implement Open Table, a relationship building program to transform how youth transition by helping them identify and achieve their goals.
- Family visitation and event venue: JS has opened a Family Center to create a safe environment for family visits, parties and other events.

**JS Update 2021:** James Samaritan (JS) continued to provide services for transitioning youth and center for Foster Care. JS provided resources as needed and requested by DCFS. James Samaritan assisted in opening up visitation centers around the state to help biological parents stay in contact with their children, adhering to the social distancing. JS was able to provide Easter baskets for these families and gift cards. JS hosted a back to school drive gathering school supplies for children and youth in July. JS continues to support the Louisiana Elite Advocacy Force (LEAF) and hold open tables creating more open tables (support circles for older youth) in Louisiana than anywhere in the United States. The family center was used three times more than last year (2019) and JS was able to serve over 350 children this Christmas season. JS provided donations to children, youth and young adults during the holiday season and held a Christmas event. DCFS identified more than 200 families across the state that did not have the financial means to comply with requirements that were mandated by courts, schools and DCFS because of the COVID-19. Access to these communication resources became critical to the health and safety of at-risk children. JS collaborated with the Pelican Institute to work with vendors to design a very cost-saving technology package. JS gave out over 250 phones/devices to children in need for online learning. JS continues with a vehicle program and donated six vehicles to youth/young adults in transition during 2020. Due to the effects of the COVID-19, JS fast-tracked the launch of Community Connections across the State. Community Connections is an online platform that connects the needs of foster children, families, and transitioning youth to church and community members who are willing to fill these critical needs.

**JS Activities Planned for 2022:** DCFS will continue collaborating with JS to serve children, youth and families involved with the foster care system.

**JS Update FFY 2022:** The DCFS continued to collaborate with James Samaritan to provide resources and recreation to the DCFS families, youth and young adults. JS opened a Youth Connection Center in Monroe. The center welcomes and assist older foster as they

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transition out of care and learn to navigate adulthood. JS continued work with LEAF by building relationships and assisting youth with achieving their goals. JS hosted the State of Our Children breakfast addressing causes, solutions, legislature, trends and statistics that impact the foster care system and communities.

**JS Activities Planned for FFY 2023:** The DCFS will continue to collaborate with James Samaritan on empowering the families and youth of DCFS. JS will continue working with churches, foster families, children and young adults providing resources and recreation services. JS will continue to host the annual State of Our Children breakfast.

**JS Update FFY 2023:** James Samaritan (JS) hosted the 2<sup>nd</sup> Annual State of Our Children Breakfast on June 16, 2022. Local and state officials gathered as the panel addressed the current state of Louisiana’s children. The goal was to unite to improve the outcomes for at risk youth who are in and out of foster care. JS launched an initiative entitled, Sponsor a Youth to fund the new mentoring program, “Life Network” for youth who are aging out of foster care. This initiative offers stakeholders an opportunity to serve the children in foster care without having to undergo the Agency’s certification criteria for fostering. JS served approximately 850 youth and families in Louisiana, providing an array of services, resources and mentors. Services provided included request for beds to assist with safe sleep, school supplies, new clothing and shoes, driving school costs to current and former foster youth, bedding sets, the cost for youth to participate in activities and sports, HI-SET study guides, winter coats, Christmas gifts, computer class, mentoring, vehicles (Gift A Lift), insurance costs, enrichment camps, tutoring, hygiene essentials, and educational resources.

James Samaritan’s Youth Connection Center opened in September 2022 in Covington, LA offering a new mentoring program, with free quality art and music instruction, tutoring, reading help, and game nights. JS offered visitation sites for family visits in the Covington and Monroe areas. JS also provided gas cards to the LEAF board members for travel assistance, helped 14 transitional living youth into their first apartment with home essentials, provided 50 beds and bunk beds to children entering foster care and provided a Thanksgiving and Christmas buffet to youth in EFC. JS continued to assist the foster care program with monitoring of supervised visits.

**JS Activities Planned for FFY 2024:** The DCFS will continue to collaborate with James Samaritan on empowering the families and youth of the DCFS. James Samaritan will host the 3<sup>rd</sup> Annual State of Our Children Breakfast on June 22, 2023 in Covington, LA. This event is in an effort to assist and raise awareness within the Covington community of the increasing number of foster care cases. The DCFS is requesting assistance from James Samaritan regarding the use of their Family Center to create a family friendly environment for supervised visits. James Samaritan will continue to assist the Extended Foster Care Program by providing assistance, as needed, to youth transitioning to independence with housing assistance, home essentials, and transportation assistance.

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- i) **Louisiana Heart Gallery (LHG)** and DCFS collaborate to recruit adoptive homes for children who available for adoption in Louisiana by providing professional portraits and videos. Children throughout the state attend events to have a portrait and video. The videos and portraits are placed on AdoptUSKids, DCFS, social media and LHG websites, and are featured on America’s Kids Belong.

LHG has started ‘Mom’s Coffee Break’ support groups in East Baton Rouge, Ascension and Livingston parishes.

**LHG Update 2021:** Opportunities for displaying the heart gallery were minimal due to COVID; however, LHG was able to maintain a virtual display providing professional digital pictures and videos. The videos and portraits were placed on AdoptUSKids, DCFS, social media and LHG websites, and are featured on America’s Kids Belong.

**LHG Activities Planned for 2022:** DCFS will continue collaboration with LHG. DCFS plans to collaborate with LHG in supplying birthday baskets to the Baton Rouge regions children and youth within the adoption unit.

**LHG Update FFY 2022:** The DCFS continued collaboration with LHG. LHG donated approximately 500 books titled, “What is series?” to each region for children entering foster care. The DCFS collaborated with LHG in supplying birthday baskets to the Baton Rouge region’s children and youth within the adoption unit. The Mom’s Coffee Break support group is no longer operating due to low participation, however, should a mom reach out for assistance and/or services, she will be connected to someone who can help.

**LHG Activities Planned for FFY 2023:** The DCFS will continue to collaborate with LHG. LGH will continue to post kids on their gallery. LHG will reach out to faith based organizations to display the heart gallery at their facilities to help promote awareness for kids awaiting adoptive places and to recruit adoptive parents.

**LHG Update FFY 2023:** The DCFS continued to collaborate with the Louisiana Heart Gallery. LHG continued to post Louisiana kids on their website and collaborate with faith based organizations at various events to help promote awareness for kids awaiting adoptive places and to recruit new adoptive parents. In June and July 2022, LHG met with the regions and took new photos of the children that are in need of an adoptive placement that will be used for various recruitment activities. In September 2022, for MCC, the DCFS featured several adoptive children in a PowerPoint used for recruitment efforts. LHG along with other community partners provided gifts for Christmas to the children in care. In January 2023, the DCFS purchased 500 copies of “What is series?” to educate and provide greater insight to the children and families regarding court, judges, foster parents, and law enforcement through the foster care process.

**LHG Activities Planned for FFY 2024:** The DCFS will continue to collaborate with LHG. LHG will continue to post kids on their website and continue to coordinate with faith-based organizations on holding recruitment events at their facilities to help promote awareness for kids awaiting adoptive places and to recruit foster/adoptive parents. LHG

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will continue to be available as needed for updated photos of the children already listed, as well as new photos of children as they become available for adoption. The DCFS will expand the viewing of the gallery statewide by finding a central location for the display. LHG will continue to offer support to foster parents through their L.A.S.T program. <https://www.louisianaheartgallery.com/family-support-groups.html>

- j) **One Heart NOLA (OHN):** A faith-based, 501c3, non-profit organization serving the Greater New Orleans area. The OHN mission is to demonstrate the love of God by providing necessary resources to children and families in crisis. DCFS and OHN collaborate on the following projects:

Placements: OHN locates placement resources that allow siblings in foster care to remain together, and provides beds for children who need them.

Reunification: OHN provides necessities that might delay reunification without items provided by OHN.

Education: OHN assists with senior high school expenses, provides college scholarships and other support to help children in foster care graduate from high school and post-secondary education.

Foster Care Alumni: OHN provides financial assistance to youth from age 18 to 24 who have aged out of the foster care.

**OHN Update 2021:** DCFS continued collaboration with OHN. In June 2020, OHN stocked the “snack shack” in each office for family visits providing snacks, water, juice, baby wipes, sanitation wipes and other necessities. OHN hosted the Front Porch Fest VIII, and X which was streamed live for entertainment for children, youth and families. OHN provided school supplies to local children. OHN partnered with DCFS to care for 1,336 local evacuees staying in the area by collecting and distributing toiletry items, hair care and underwear to all sheltering. OHN provided baby bottles, baby clothing and other items for infants, and young children of evacuees. OHN provided over 1000 toys and Christmas presents to more than 200 families. DCFS collaborated with OHN to provide 350 Easter baskets to children and young adults in April 2021.

**OHN Activities Planned for 2022:** The DCFS will continue to collaborate with OHN to keep siblings together, provide necessities for to support reunification for families, offer college scholarships for youth cover senior high school expenses and assist children and families as needed.

**OHN Update FFY 2022:** The DCFS continued to collaborate with OHN in helping to keep siblings together by recruiting foster families or providing items to support additional children in the home such as bedding and car seats. OHN continued to provide necessities to support reunification for families such as housing deposits, furniture and household items.

OHN ceased providing college scholarships for youth for this year, however, OHN elected to assist with tuition needs on a limited basis and provided computers for foster youth and young adults. OHN assisted with senior high school expenses for youth in foster care.

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In addition, during Hurricane Ida, OHN covered expenses for displaced foster families and damages to their homes. Gift cards were provided to replace food, clothing, generators and fuel for families without electricity for extended periods of time. OHN worked with community organizations from other states that provided water, food, diapers and formula for displaced families.

OHN hosted a spring picnic for foster families and provided 300 Easter baskets for children in foster care.

**OHN Activities Planned for FFY 2023:** OHN will continue to provide assistance to caregivers with sibling groups, assist with recruitment of caregivers, provide limited educational and financial assistance to youth and young adults, assist with reunification efforts for families and continue to provide assistance with disaster relief. OHN will continue providing support to youth in extended foster care by assisting with housing deposits and household items. OHN plans to continue sponsoring community events for foster families.

**OHN Update FFY 2023:** The DCFS continued to collaborate with OHN to serve children and families in the New Orleans area. OHN served 650 children and families in 2022 through their generous work. Their Safety Net program provided rent and utility assistance for youth who have aged out of foster care. OHN also provided birthday bundles to youth who had aged out of foster care. OHN served birth families and foster parents through the Helping Hands program. OHN hosted several community-wide giveaways throughout the year, where there was a distribution of food, school supplies, beds, and more to foster families and birth families. OHN provided Christmas gifts and funds to birth families and foster families. OHN provided a Snack Shack at the local DCFS office building. They also provided individual assistance to foster and adoptive families in need throughout the year, including tuition assistance and camp fees.

**OHN Activities Planned for FFY 2024:** OHN will continue to provide assistance to caregivers with sibling groups, assist with recruitment of caregivers, provide limited educational and financial assistance to youth and young adults, assist with reunification efforts for families and continue to provide assistance with disaster relief. OHN will continue providing support to youth in extended foster care by assisting with housing deposits and household items. OHN also plans to host a small job fair in the upcoming year to assist youth in extended foster care with finding employment and provide interview skills training. OHN plans to continue sponsoring community events for foster families. OHN also plans to create a discount card for foster families and former foster youth to provide discounts at various local businesses when the card is presented.

- k) **[www.AdoptUSKids.org](http://www.AdoptUSKids.org) website:** Provides photo listing of children who are available for adoption and have no identified adoptive resource. The website features certified adoptive families. A contract with the Adoption Resource Exchange Network makes this website available. A program manager at the state level serves as liaison between families who have expressed interest in a child and the child's adoption worker.

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**AdoptUSKids Update FFY 2021:** Adoption staff continued work with AdoptUSKids to ensure pictures were taken of all appropriate children and posted on the AdoptUSKids website. Exploration of additional services available through the AdoptUSKids website continued. A plan for registered certified caregivers interested in adoption on the website was developed. DCFS contacted the website about Public Service Announcements (PSA) to increase awareness of the need for families. DCFS continued to work with the Louisiana Heart Gallery and update them on children and youth needing forever homes. DCFS collaborates with the Louisiana Heart Gallery and AdoptUSKids in keeping children and youth needing forever homes current on the AdoptUsKids website.

**AdoptUSKids Activities Planned for FFY 2022:** Formalize a plan with the website to develop a Louisiana Speaker's bureau to assist in recruitment of adoptive caregivers for sibling groups and older youth. DCFS plans to collaborate with AdoptUSKids regarding post adoption services.

**AdoptUSKids Update FFY 2022:** The DCFS formalized a plan with AdoptUSKids to develop a Louisiana Speaker's bureau. The bureau is a platform composed of foster and adoptive parents to assist in recruitment of adoptive caregivers for the medically fragile and older youth. The DCFS continued to collaborate with AdoptUSKids regarding post adoption services.

**AdoptUSKids Activities Planned for FFY 2023:** The DCFS will continue to work on the development of the speaker's bureau to assist in recruitment efforts of adoptive caregivers for the medically fragile and older youth.

**AdoptUSKids Update FFY 2023:** The DCFS updated the contract for the AdoptUSKids partnership through FFY 2023. Work continued on the speaker's bureau but postponed the quarterly meetings until February 2023. AdoptUSKids is under the National Adoption Association (NAA) formerly known as Adoption Exchange Association. Through a paid membership, sixteen DCFS members including, DCFS Adoption Supervisors, Consultants and Program Managers, are provided with resources and training opportunities. Cheryl Tirado of DCFS was elected as a board member of NAA. The annual NAA conference was held in May 2022. Youth that were adopted or aged out of foster care and IV-E stipend students were panelist who provided lived experiences to promote awareness and recruitment of prospects to the field of social work.

**AdoptUSKids Activities Planned for FFY 2024:** The DCFS will continue its partnership with AdoptUSKids in the support of child welfare systems and connecting children and teens in foster care with safe, loving, permanent families. The speaker's bureau will continue to meet quarterly. The DCFS will continue to work on the development of the speaker's bureau to assist in recruitment efforts of adoptive caregivers for the medically fragile and older youth.

- l) Louisiana Adoption Advisory Board (LAAB):** A long-time partner of DCFS in providing a mechanism for networking among professionals involved in various aspects of the adoption continuum.

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**LAAB Update 2021:** DCFS continues to collaborate with the LAAB in providing a mechanism for networking among professionals involved in various aspects of the adoption continuum. LAAB hosted a virtual webinar titled *An Adoptee's Search for Birthparents: A Challenging Journey* on November 18, 2020 and this webinar was recorded and available on their website.

**LAAB Activities Planned for FFY 2022:** Continue to collaborate with LAAB.

**LAAB Update FFY 2022:** The DCFS continued to collaborate with LAAB and assisted in promoting attendance at the LAAB's annual conference. The DCFS continued to keep LAAB informed on issues related to the adoption policy within DCFS.

**LAAB Activities Planned for FFY 2023:** The DCFS will continue to collaborate with LAAB and attend monthly board meetings. Representatives of DCFS from the Adoption Program will continue to serve as liaisons between LAAB and DCFS.

**LAAB Update FFY 2023:** On August 1, 2022, LAAB was instrumental in the passage of Act 470 at the Legislative Session, which allows an adoptee, over age 24, to access their original birth certificate containing their birth parents information. This new state law went into effect August 1, 2022. This law makes it possible for adoptees to obtain previously hidden information about their origins. This law applies only to adoptees born in Louisiana and is available to the adoptee only. When an adoption is finalized, the state issues a new revised, official birth certificate with the adoptive parents' names. The adoptee's original or pre-adoption birth certificate, which lists the birthparents' names and information, is then placed in a sealed file. This document is now available to adoptees upon request. This request must be submitted by visiting the state's website which contains a form that adoptees must print, fill out and mail in. The new law also contains a provision for birthparents who placed a child in adoption in Louisiana, which allows them to note whether they would or would not like to be contacted by their biological child. This form will be given to adoptees requesting their original birth certificate. This form is designed to be a private communication between the birthparent and child. This law does not require adoptees to follow the preference stated on the form. Adoptees may request their original birth certificate even if their birthparents have not filed this form. Louisiana is now one of thirteen states that allow adoptees access to their original birth certificates.

**LAAB Activities Planned for FFY 2024:** LAAB is currently planning an adoption/foster care educational resource conference for March 2024 in collaboration with the DCFS and the training academy. The purpose of the conference is to provide a network between the state foster/adoption agencies' social workers and the college students training to become social workers. The conference's target attendees are social workers connected to foster/adoption agencies, adoptive children, birth parents and adoptive parents and their family members, the public and legislators.

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The DCFS will continue to collaborate with LAAB and attend monthly board meetings. Representatives of the DCFS from the Adoption Program will continue to serve as liaisons between LAAB and the DCFS.

- m) **Wendy's Wonderful Kids (WWK)** of the Dave Thomas Foundation. WWK is a grant program funds specialized recruiters in each region to find child specific placements for hard-to-place populations of children.

**WWK Update 2021:** Partnership continued with the Dave Thomas Foundation. A new WWK recruiter position was created and filled for Extended Foster Care (EFC) within the Covington and Baton Rouge area as a pilot program. There are nine total WWK recruiters. WWK recruiters provided services for 12 young adults and are in the process of finalizing two young adult adoptions. WWK finalized 17 adoptions and 2 guardianships from July 1, 2020 – December 2020 for children and youth. WWK staff presented the WWK model to Adoptions supervisors and managers as a refresher course for some staff and an initial training for new supervisors and managers. (Please see the Service Array and Foster Home Recruitment section for more detail.)

The stakeholders mentioned are only some of the core groups with whom DCFS regularly collaborates in serving the children and families touched by the department. Throughout the plan, you will find additional information regarding other key stakeholders such as the Family Resource Centers funded through the Promoting Safe and Stable Families Grant and the Independent Living Skills providers funded through the Chafee Grant. Collaboration with these stakeholders is discussed within areas of the plan focused on those grants.

**WWK Activities Planned for 2022:** The WWK program will continue to recruit in each region using all recruiters and supervisor. WWK data and trends will continue to be analyzed to improve outcomes for children and youth. DCFS along with WWK are looking at expanding the new WWK EFC recruiter position to the Orleans area pending the need of a recruiter within that location.

**WWK Update FFY 2022:** The WWK program continued to recruit in each region using all recruiters and supervisors. Recruiters were assigned to youth who are freed for adoption or whose permanency goal was APLA. WWK data and trends were assessed to identify better ways to improve outcomes for children and youth. The DCFS and WWK were unable to expand the new WWK/ EFC recruiter position to the Orleans Region due to the contract not accounting for it, budget cuts, and lack of youth.

**WWK Activities Planned for FFY 2023:** The DCFS and WWK will continue their contract for three additional years. WWK recruiters will continue to set and work toward achievement of projected adoption goals each year. The DCFS will seek to hire a WWK program manager.

**WWK Update FFY 2023:** During FFY 2023, the DCFS entered into a new contract with Wendy's Wonderful Kids (WWK). WWK met with the DCFS adoptions staff to review

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cases and provide guidance on achieving permanency for children who were freed for adoptions. Monthly meetings were held with the program manager and the Dave Thomas Foundation discussing the progress of the cases and seeking guidance.

During FFY 2023, there were 26 new adoptions and 5 adult adoptions. In support of change and the increasing number of children who are becoming freed for adoption, the DCFS hired a new program manager in June 2022 and a new recruiter for the New Orleans area in October of 2022.

On August 1, 2022, a new WWK policy was devised highlighting the processes of recruitment in the partnership between the DCFS and the Dave Thomas Foundation.

The DCFS CW Manager, Wanda Washington hosted her first Wendy's Wonderful Kids (WWK) Christmas celebration. The event kicked off with trainings on self-care and adapting to change, presented by Dr. Pamela Higgins Saulsberry, PhD., LCSW-BACS. Additionally, community partners, Louisiana Heart Gallery and Delta Sigma Theta Sorority Inc., donated approximately 120 gifts for children in care.

During FFY 2023, in the recruitment of families, the Dave Thomas Foundation utilized the WWK Model. This is a child focused recruitment model that is evidenced based and focuses on the child's history, experiences and needs in order to find an appropriate family. This model focuses on eight components: Child referral, relationship with the child, case record review, assessment of adoption readiness, adoption preparation, network building, recruitment plan and diligent search. This rigorous, evidence based model seeks to increase the likelihood of adoption for older children and those with emotional challenges.

The DCFS began meeting with TFCs in January 2023 to train foster parents on achieving permanency. Former foster youth were invited to the trainings to speak to providers and TFC parents of the importance of adoptions. Youth who have been adopted informed current youth in foster care about the importance of having a family.

During the recruitment process, WWK continued to locate families who are LGBTQ knowledgeable. Youth were encouraged to provide their preference for families during recruitment and WWK works to ensure youth who identify as being LGBTQ are offered counseling as a safe space to discuss feelings; to help them in exploring their gender identity or expression; help with identifying and managing depression, anxiety, or other symptoms; help with feelings due to bullying by their peers; and any other needs.

**WWK Activities Planned for FFY 2024:** The DCFS will continue its partnership with WWK. WWK will conduct trainings on Federal Programs beginning April 2023. In May 2023, the National Annual WWK Summit will be held in Columbus, Ohio. The DCFS will create a video explaining the WWK model and its effectiveness on adoptions and present it to the community for educational and recruitment purposes.

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**C. CHILD WELFARE VISION STATEMENT:** The Division of Child Welfare within DCFS has many guiding principles, which influence the way Louisiana citizens are served. Provided below are the mission, vision and values statements guiding both DCFS overall and Child Welfare. All of these principles are synthesized in the six Principles of Child Welfare Practice, which most directly influences the daily actions of Child Welfare staff. The prioritization of work efforts within the Child Welfare programs and management of staff activities is guided by the four Child Welfare Priorities. Additionally, both state and federal data are utilized in Child Welfare decision-making processes.

**DCFS Mission Statement:** DCFS is working to keep children safe, helping individuals and families become self-sufficient, and providing safe refuge during disasters.

**DCFS Values:**

1. Quality – Providing individualized services with highly skilled staff.
2. Efficiency – Ensuring accurate services in a timely manner.
3. Respectfulness – Treating others with dignity, compassion and respect.

**Child Welfare Mission Statement:** Caring for the well-being and safety of Louisiana’s people.

**Child Welfare Values:** Treating all people with dignity, compassion and respect while providing services with integrity.

**Principles of Child Welfare Practice:** Our focus in providing child welfare services is entered on the following six principles:

- Practice focuses on the physical safety and emotional well-being of children.
- Families are strengthened to care for their children, in their homes whenever possible.
- A permanent family is vital to a child’s well-being.
- Decision-making is guided by the voice of children, young adults and their families.
- Everyone who supports children and families is treated as an important partner.
- The knowledge and well-being of our staff and partners is valued.

**Child Welfare Priorities:**

- A competent, stable workforce invested in carrying out the Child Welfare Principles of Practice;
- A family willing and able to meet the unique needs of any child who must be brought into foster care;
- Improved outcomes for older youth in foster care, especially regarding permanent connections; and
- Improved technology for maximum efficiency and effectiveness in practice.

**D. LINK TO THE LOCATION OF THE STATE’S APSR:** Louisiana’s past federally approved Annual Progress and Service Reports (APSR) and Child and Family Service Plans (CFSP) are posted on the DCFS website and can be located at the following link:

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<http://www.dcfslouisiana.gov/index.cfm?md=pagebuilder&tmp=home&nid=210&pnid=184&pid=315>

The 2020-2024 CFSP and the 2023 APSR were posted on the DCFS website after approval by the Administration for Children and Families / Children's Bureau.

A public notice regarding the 2023 APSR was published in the Louisiana Register on April 20, 2022. The APSR was made available in hard copy when requested as well as on-line. A public hearing was held on May 27, 2022 at 10:00 a.m. No members of the community were present at the hearing; however, several DCFS staff were present.

**SECTION 2 – ASSESSMENT OF CURRENT PERFORMANCE IN IMPROVING OUTCOMES:**

The department has demonstrated the following seven federal outcomes indicators are being positively impacted by implementation of the activities in the Louisiana Program Improvement Plan (PIP), which became effective May 31, 2019. The department has taken the action steps outlined in the plan based on an analysis of the data collection/received during the PIP process to include Louisiana's Data Profile reports provided by the Children's Bureau, the Continuous Quality Improvement (CQI) case review process, DCFS information systems reports and stakeholder input.

**A. RELATED FEDERAL OUTCOME MEASURES**

- **Safety Outcome 1:** Children are first and foremost, protected from abuse and neglect; and
- **Safety Outcome 2:** Children are safely maintained in their own homes whenever possible and appropriate.
- **Permanency Outcome 1:** Children have permanency and stability in their living situations.
- **Permanency Outcome 2:** The continuity of family relationships is preserved for children.
- **Wellbeing Outcome 1:** Families have enhanced capacity to provide for their children's needs.
- **Wellbeing Outcome 2:** Children receive appropriate services to meet their educational needs.
- **Wellbeing Outcome 3:** Children receive adequate services to meet their physical and mental health needs.

**B. DATA SOURCE AND DATA ANALYSIS**

**Safety Outcome 1 – Children are, first and foremost, protected from abuse and neglect.**

**Case Review Item 1:** Were the agency's responses to all accepted child maltreatment reports initiated, and face-to-face contact with the child(ren), within the timeframes established by agency policies or state statutes:

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Item 1	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022 - Sept 30, 2022
Number of Cases Rated as a Strength	20	27	24	29	16	23	20	24	20
Number of Total Applicable Cases	29	33	31	36	30	31	26	34	30
Performance (%)	69.0% Baseline 80% (Goal)	81.8%	77.4%	80.6%	53.3%	74.2%	76.6%	70.6%	66.7%

**Item 1 Progress:** Louisiana improved performance of timeliness of initiating investigation of Reports of Child Maltreatment and exceeded the PIP goal in reporting period (RP) 1 with 81.8%. The state experienced a decline in reporting period 2 with 24 of 31 applicable cases being rated as a strength for 77.4%. The state improved performance of timeliness of initiating investigations of Reports of Child Maltreatment in RP1, RP2 and RP3; however, there was a significant decline of 27.3% in RP4. The rating rebounded in RP5 and RP6 with 74.2% and 76.9%, respectively. We experienced a 6.3% decline in reporting period 7 with a rating of 70.6%. The rating declined again in reporting period 8 to 66.7% moving below the baseline goal for the first review period since reporting period 4. The PIP goal of 80% was met for this Item only in reporting period 1 and reporting period 3. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. WebFocus reports for the SFY 2023 indicate that from July 2022 through June 2023 Priority 1 reports had response priority met on average of 50% of the time. Priority 2 reports had response priority met on average of 47% of the time. Response Priority 3 and 4 reports had response priority met on average of 45% of the time. Based on these numbers, reports in WebFocus were developed during FFY 2023 to assist supervisors and managers to daily track Open CPS cases without Initial Contact to allow for closer tracking of meeting Response Priority.

**Safety Outcome 2 – Children are safely maintained in their homes whenever possible.**

**Case Review Item 2:** Did the agency make concerted efforts to provide services to the family to prevent children’s entry into foster care or re-entry after reunification?

Item 2	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022 – September 30, 2022
Number of Cases Rated as a Strength	3	8	13	16	17	27	18	25	21

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Number of Total Applicable Cases	37	37	41	38	40	40	35	45	43
Performance (%)	8.1% Baseline 13.9% (Goal)	21.6%	31.7%	42.1%	42.5%	67.5%	51.4%	55.6%	48.8%

**Item 2 Progress Notes:** The state improved performance in providing services to the family to prevent children’s entry into foster care or re-entry after reunification and exceeded the PIP goal by 13.5% in RP1. Continued progress with ratings above the PIP goal of 13.9% was seen throughout all the reporting periods. In RP2, there was a 10% increase from RP1 and 23.6% overall improvement from the baseline. In RP3, the PIP goal was exceed by 28.2% with a rating of 42.1%. The state continued to show progress through RP4 with a .4% increase over RP3 and exceeded the PIP goal by 28.6% when providing services to the family to prevent children’s entry into foster care or reunification. The state continued to show progress with this item in RP5, with 27 of the 40 applicable cases rated a strength and a 25% increase from RP4. Louisiana experienced an overall improvement of 53.6% from the target goal through RP5. There was a 16.1% decline in the rating for RP6 with 18 of 35 applicable cases receiving strength ratings. The state experienced a slight increase in RP7 with a rating of 55.6%. There was another slight decrease in RP8 to 48.8% with a decline of 18.7% from the highest rating in RP5. Although, Louisiana experienced declines in reporting periods 5 through 8, overall the state’s performance in this area remains significantly higher than the PIP goal of 13.9%. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. As a result of continuing to see performance in the area of Item 2 decline and identification of struggles within the field to apply the CWADM model toward safety/risk assessment and services, CWADM Phase 2 was implemented to include virtual training modules, in person CWADM coaching for CPS/FS supervisors, and in person Safety Planning trainings to address concerns identified through both the CFSR reviews and CWADM reviews. Coaching was implemented in the first set of regions in March 2023 and is rolling out across the state through early 2024. Follow up reviews began in July 2023 as a test period for the instrument. Results of those reviews are expected in October 2023 and will be provided to Leadership and the Regional staff. The following quarter reviews will set the Baseline, and by the third quarter (Jan-March 2024), the DCFS team will begin collecting and analyzing data.

**Case Review Item 3:** Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care?

Item 3	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022- September 30, 2022
Number of Cases Rated as a Strength	9	9	26	27	31	37	38	32	29
Number of Total Applicable Cases	65	65	72	72	73	72	73	72	65

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Performance (%)	13.8% Baseline 19.3% (Goal)	13.8%	36.1%	37.5%	42.4%	51.4%	52%	44.4%	44.6%
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**Item 3 Progress:** The state improved performance in making concerted efforts to assess and address the risk and safety concerns related to the child(ren) in their own homes or while in foster care and exceeded the PIP goal in RP2 by 22.3%. Performance improvement continued in RP3 with a rating of 37.5%. This is an 18.2% increase over the PIP goal of 19.3 % and a 1.4% increase over the RP2 rating. The state continued to improve performance in RP4 with a 42.4% rating and exceeded the PIP goal by 23.1% when making concerted efforts to assess and address the risk and safety concerns related to the child(ren) in their own homes or while in foster care. The state continued to exceed the PIP goal in RP5 with a 32.1% increase from the PIP goal and 37 of the 72 cases rating a strength. Performance continued to increase in RP6 with 38 of 73 cases receiving strength rates for 52%. There was a decrease in RP7 of 7.6% in this area with RP8 maintaining a very similar rating of 44.6%. Prior to RP7, Louisiana experienced continued growth in its efforts to assess and address risk and safety concerns. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. As a result of continuing to see performance in the area of Item 3 maintain at a rate lower than expected with the implementation of the CWADM Model and identification of struggles within the field to apply the CWADM model for safety/risk assessment, CWADM Phase 2 was implemented to include virtual training modules, in person CWADM coaching for CPS/FS supervisors, and in person Safety Planning trainings to address concerns identified through both the CFSR reviews and CWADM reviews. Coaching was implemented in the first set of regions in March 2023 and is rolling out across the state through early 2024. Follow up reviews began in July 2023 as a test period for the instrument. Results of those reviews are expected in October 2023 and will be provided to Leadership and the Regional staff. The following quarter reviews will set the Baseline, and by the third quarter (Jan-March 2024), the DCFS team will begin collecting and analyzing data.

**Permanency Outcome 1 – Children have permanency and stability in their living situations.**

**Case Review Item 4:** Is the child in foster care in a stable placement and were any changes in the child’s placement in the best interest of the child consistent with achieving the child’s permanency goal(s)?

Item 4	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022 – September 30, 2022
Number of Cases Rated as a Strength	35	29	34	31	43	42	42	39	29
Number of Total Applicable Cases	40	40	44	43	45	45	45	44	40

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Performance (%)	87.5% Baseline 94.2% (Goal)	72.5%	77.3%	72.1%	95.5%	93.3%	93.3%	88.6%	72.5%
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**Item 4 Progress:** The state has experienced fluctuations in progress with regard to ensuring the child in foster care is in a stable placement and any changes in the child’s placement were in the best interests of the child and consistent with achieving the child’s permanency goal. There was a 15% decrease from the baseline to RP1; however, a slight increase of 4.8% was seen in RP2. Progress decreased again in RP3 with 72.1% which was a slight decrease of 5.2% compared to 77.3 % from RP2. The state made progress in RP4 with a 95.5% rating when ensuring the child in foster care is in a stable placement and any changes in the child’s placement were in the best interest of the child and consistent with achieving the child’s permanency goal. RP4 surpassed RP3 by 23.4% and exceeded the PIP goal by 1.3%. However, the state experienced a slight decrease of 2.2% in RP5, with 42 of the 45 applicable cases rating a strength (93.3%). The rating remained the same at 93.3% in RP6. The state experienced a decline in RP7 of 4.7% with 39 of 44 applicable cases receiving strength ratings. There was a significant decrease from 88.6% in RP7 to 72.5% in RP8. This is the lowest rating Louisiana has scored since RP3. PgThe data for RP9 was not captured during the transition and reallocation of duties of the CQI team. The Statewide Data Indicators continues to show Placement Stability as an area Louisiana is performing below national performance. To further explore this area, both Ad Hoc case reviews, deeper analysis of quantitative data, and work groups have been developed within the agency and through the partnership with Louisiana CIP. Data explored indicates that 30% of Louisiana children coming in to foster care get moved within first 10 days and 40% get moved within the first 30 days. To further explore this, Louisiana CQI staff began conducting Foster Care Placement Stability reviews in January 2023. The results of Ad Hoc reviews are currently pending. Additionally, the State is looking at placement stability related to demographic factors including race. Based on quantitative information, African American children moved more often than white children but appear to exit care sooner. Work is currently underway in conjunction with the Disproportionality and Disparate Outcomes Committee (DDOC) of the Pelican Center of Louisiana to further explore Placement Stability for African American children and a report of the findings is in progress.

**Case Review Item 5:** Did the agency establish appropriate permanency goals for the child in a timely manner?

Item 5	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022 – September 30, 2022
Number of Cases Rated as a Strength	25	26	27	22	37	36	35	35	30
Number of Total Applicable Cases	39	40	44	43	45	43	45	44	40

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Performance (%)	64.1% Baseline 73.9 (Goal)	65%	61.4%	51.2%	82.2%	83.7%	77.8%	79.5%	75%
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**Item 5 Progress:** Louisiana has increased efforts with establishing appropriate permanency goals for the child in a timely manner. The state had a slight increase from the baseline to RP1, with establishing appropriate permanency goals for the child in a timely manner; however, there was a decline of 3.6% between RP1 and RP2, with a 61.4% rating. This item continued to decline in RP3, as the rating slipped to 51.2% which was 10.2 % lower than RP2 and 13.8% lower than RP1. During RP4 the state’s performance improved over RP3 by 31% with an 82.2% rating and exceeding the PIP goal by 8.3%. The state continued progress in RP5, with an additional increase from the baseline of 19.6% with 36 of the applicable cases reviewed rated a strength. Ratings for this item fluctuated in RP6 and RP7. There was a decline of 5.9% from RP5 to RP6 with a rating of 77.8%; however, the rating rebounded in RP7 with a rating of 79.5% which was a 5.6% increase over the PIP goal of 73.9%. Louisiana remained above the PIP goal in RP8 with a rating of 75%. Louisiana continues to hold discussions with staff and legal stakeholders to obtain feedback with regard to challenges in this area of practice and ideas to improve performance. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team.

**Case Review for Item 6:** Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangement for the child?

Item 6	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022 – September 30, 2022
Number of Cases Rated as a Strength	10	11	19	12	24	22	14	12	17
Number of Total Applicable Cases	40	40	44	43	45	45	45	44	40
Performance (%)	25% Baseline 33.8% (Goal)	27.5%	43.2%	27.9%	53.3%	48.9%	31.1%	27.3%	42.5%

**Item 6 Progress:** Louisiana has experienced fluctuations in progress with regard to making concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangement for the child. There was steady increase during the first two reporting periods with an overall increase of 18.2% from the baseline to RP2, and exceeding the PIP goal with a 43.2% rating. However, in reporting period 3, the rating fell below the goal of 33.8% to 27.9%. The state’s performance increased significantly in RP4 to 53.3% to exceed the baseline by 28.3% and exceeded the PIP goal of 33.8% by 19.5%. However, a decrease occurred in RP5 with a rating of 48.9%. The rating continued to decline in RP6 and RP7; however, remaining above the baseline of 25%. The state’s performance in RP6 was 31.1% which was a 17.8% decrease from RP5. The state’s performance continued to decline in RP7

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at 27.3% with 12 of 44 applicable cases receiving strength ratings. Louisiana saw a significant increase from RP7 to RP8 with an increase of 15.2% to 42.5%. Performance improved to above the PIP goal in RP8. Louisiana continues to hold discussions with staff and legal stakeholders to conduct root cause analysis with regard to challenges in this area of practice and ideas to improve performance. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. The rating for Item 6 led to concern and further exploration into the reasons behind the delays to reaching permanency timely for children. Through a deep dive into cases from several review cycles, it was determined that there were issues related to cases not achieving the goal of Adoption timely. Further exploration into those cases led to reasons for a delay in achieving the goal including not changing the goal timely, not filing the TPR petition timely (either court allowing more time or birth certificate not available), and court continuances. This information was presented to the CIP in early 2022 and through this presentation workgroups were developed with one specific to birth certificates. The group explored what the root causes of birth certificate issues and work continues to be done on streamlining the process to allow for more timely receipt of birth certificates for children in care.

**Permanency Outcome 2 – The continuity of the family relationships and connections is preserved for children.**

**Case Review Item 7:** Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?

Item 7	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018-Sept 30, 2018	Oct 1, 2018-March 31, 2019	April 1, 2019-Sept 30, 2019	October 1, 2019-March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020-March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021-March 31, 2022	April 1, 2022 – September 30, 2022
Number of Cases Rated as a Strength	30	20	26	31	23	24	23	25	23
Number of Total Applicable Cases	16	29	32	25	31	29	28	32	26
Performance (%)	53.3% Baseline	68.9%	81.3%	80.7%	74.2%	82.8%	82.1%	78.1%	88.5%

**Item 7 Progress:** Louisiana performed higher than the baseline (53.3%) for all reporting periods in efforts to ensure siblings in Foster Care were placed together unless separation was necessary. In RP1 the state rating was 15.6% higher than the baseline. Performance continued to rise in RP2 and RP3 with ratings of 81.3% and 80.7%, respectively. In RP4, the rating slipped to 74.2% and rebounded in RP5 to 82.8%. There was a slight decline of 0.7% from RP5 to RP6. The downward trend continued in RP7 when the rating fell to 78.1% which was still 24.8% higher than the baseline. There was a 10.4% increase for RP8 to an 88.5% rating which was the highest rating of all review periods. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team.

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**Case Review Item 8:** Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father, and siblings was of sufficient frequency and quality to promote continuity in the child’s relationship with these close family members?

Item 8	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022 – September 30, 2022
Number of Cases Rated as a Strength	13	11	20	12	26	23	23	24	21
Number of Total Applicable Cases	38	34	37	30	37	33	33	34	34
Performance (%)	34.2% Baseline	32.3%	54.1%	40.0%	70.3 %	69.7%	69.7%	70.6%	61.8%

**Item 8 Progress:** Louisiana has consistently exceeded the baseline since reporting period 2 for visiting with parents and siblings in foster care. In RP2, strength ratings were received in 20 of 37 applicable cases for 54.1%. Performance declined by 14.1% in RP3 followed by improvement in RP4 to 70.3%. The state experienced a slight decline with a rating of 69.7% in both RP5 and RP6. The rating improved to 70.6% in RP7 with 24 of 34 applicable cases rated as a strength. The state experienced another decline to 61.8% in RP8 which is the lowest rating since RP3. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team.

**Case Review Item 9:** Did the agency make concerted efforts to preserve the child’s connections to his or her neighborhood, community, faith, extended family, tribe, school, and friends?

Item 9	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021- Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2021 – September 30, 2022
Number of Cases Rated as a Strength	23	26	27	27	28	34	37	32	21
Number of Total Applicable Cases	39	39	42	41	44	43	45	43	39
Performance (%)	59% Baseline	66.7%	64.3%	65.9%	63.6%	79.07%	82.2%	74.4%	53.9%

**Item 9 Progress:** Preserving connections- Louisiana made efforts to preserve children’s connections, scoring higher than the baseline of 59% in seven of the eight reporting periods.

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The ratings remained steady in the 60’s from RP1 through RP4. In RP5, the rating rose to 79.07% with 34 of 43 applicable cases with a strength rating. The state experienced an increase of 3.13% in RP6 with the rating at 82.2%. The rating dipped in RP7 to 74.4%, which was still 15.4% over the baseline. The rating had a significant decrease in RP8 with a 20.5% decrease from RP7 to RP8 at 53.9%. This is the first review period where the performance fell below the baseline of 59%. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. Due to the significant decline in this item, further analysis of the qualitative data for item 9 was conducted. The findings identified the main reasons for an Area Needing Improvement included not keeping children in contact with siblings not in care (10 cases), grandparents (10 cases), aunts/uncles (3 cases), and fictive kin (1 case). Of 39 cases assessed for item 9, the highest percent of cases that received an ANI rating based on age is the age group under age of 6 with 50% resulting in an ANI rating (11 of 22). For the age group 6-12 years 46.2% had an ANI rating (6 of 13). The age group with the greatest success in connections for permanency is the age group of 13-15 with only 1 of the 4 cases resulting in an ANI rating (25%). No cases during this review period were children over the age of 15. The agency has developed a case review instrument (ACT 350 review instrument) that explores the agency’s efforts to identify connections for permanency early on and ongoing in a case. These reviews are set to begin in the second half of 2023.

**Case Review Item 10:** Did the agency make concerted efforts to place the child with relatives when appropriate?

Item 10	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022- September 30, 2022
Number of Cases Rated as a Strength	24	25	31	31	28	38	38	33	27
Number of Total Applicable Cases	40	38	43	43	44	45	45	43	40
Performance (%)	60% Baseline	65.8%	72.1%	72.1%	63.6%	88.4%	88.4%	76.7%	67.5%

**Item 10 Progress:** Louisiana scored higher than the baseline of 60% in all eight reporting period in its efforts to ensure children in foster care are placed with relatives. In RP1, the state had an increase of 5.8% from the base. Ratings continued to rise in RP2 and RP3 with 72.1% for both periods. In RP4, the rating dropped to 63.6% only to rebound to 88.4% in both RP5 and RP6. Although the state experienced a decline in RP7 (76.7%), the rating was 16.7% over the baseline. In RP8, the state saw a decline of 9.2% to the rating of 67.5%. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team.

**Case Review Item 11:** Did the agency make concerted efforts to promote support and/or maintain positive relationships between the child in foster care and his or her mother and father

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or other primary caregivers from whom the child has been removed through activities other than just arranging for visitation?

Item 11	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018-Sept 30, 2018	Oct 1, 2018-March 31, 2019	April 1, 2019-Sept 30, 2019	October 1, 2019-March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020-March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021-March 31, 2022	April 1, 2022-September 30, 2022
Number of Cases Rated as a Strength	10	14	17	11	16	17	14	20	19
Number of Total Applicable Cases	33	33	29	23	29	24	26	27	28
Performance (%)	30.3% Baseline	42.4%	58.6%	47.8%	55.2%	70.8%	53.8%	74.1%	67.9%

**Item 11 Progress:** The state has experienced fluctuations in progress with regard to promoting relationships with children in care with their parents or primary caregivers. However, Louisiana has performed higher than the baseline in all eight reporting periods. In RP1, the state received 42.4% which was 12.1% higher than the baseline of 30.3%. RP2 surpassed RP1 by 16.2% and the baseline by 28.3%. The rating declined in RP3 dropping to 47.8%, only to rebound in RP4 to 55.2% and increase in RP5 to 70.8%. There was a decline of 17% from RP5 to RP6. The state experienced its largest gain of 43.8% over the baseline in RP7 with 20 of 27 applicable cases receiving strength ratings for 74.1%. In RP8, there was a decline of 6.2% to the rating of 67.9%. This rating is still 37.6% higher than the baseline. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team.

**Wellbeing Outcome 1 – Families have enhanced capacity to provide for their children’s needs.**

**Case Review Item 12:** Did the agency make concerted efforts to assess the needs of and provide services for Child, Parents and Foster Parents?

Item 12	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018-Sept 30, 2018	Oct 1, 2018-March 31, 2019	April 1, 2019-Sept 30, 2019	October 1, 2019-March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020-March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021-March 31, 2022	April 1, 2022-September 30, 2022
Number of Cases Rated as a Strength	9	7	21	28	29	36	35	29	28
Number of Total Applicable Cases	65	65	72	72	73	72	73	72	65
Performance (%)	13.8% Baseline 19.3 (Goal)	10.8%	29.2%	38.9%	39.7%	50%	48%	40.3%	43.1%

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**Item 12 Progress:** The state has continued to improve in its concerted efforts to assess the needs of and provide services to children, parents, and foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency’s involvement with the family. The state exceeded the baseline for this item by 15.4% in RP2 and by 25.1% in RP3, with an overall rating of 38.9% for the period. The state continued to exceed the PIP goal for this item by 20.4% with a 39.7% rating in RP4. The state continued to exceed the PIP goal through RP5, with an overall increase of 30.7% from the PIP goal with 36 of the 72 cases reviewed rated as a strength. Performance declined in RP6 with a 48% rating as well as in RP7 with 40.3%. The state did see a slight improvement to 43.1% in RP8. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. As a result of continuing to see performance in the area of Item 12 maintain at a rate lower than expected with the implementation of the CWADM Model and identification of struggles within the field to apply the CWADM model related to assessment of needs and information gathering, CWADM Phase 2 was implemented to include virtual training modules, in person CWADM coaching for CPS/FS supervisors, and in person Safety Planning trainings to address concerns identified through both the CFSR reviews and CWADM reviews. The main focus of the modules includes information gathering, safety assessment, and assessment of needs. Coaching was implemented in the first set of regions in March 2023 and is rolling out across the state through early 2024. Follow up reviews began in July 2023 as a test period for the instrument. Results of those reviews are expected in October 2023 and will be provided to Leadership and the Regional staff. The following quarter reviews will set the Baseline, and by the third quarter (Jan-March 2024), the DCFS team will begin collecting and analyzing data.

**Case Review Item 13:** Did the agency determine whether concerted efforts were made to involve parents and children in the case planning process on an ongoing basis?

Item 13	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022- September 30, 2022
Number of Cases Rated as a Strength	10	8	22	27	37	38	31	27	28
Number of Total Applicable Cases	61	63	69	67	72	69	65	64	61
Performance (%)	16.4% Baseline 22.5% (Goal)	12.7%	31.9%	40.3%	51.3%	55%	47.7%	42.1%	45.9%

**Item 13 Progress:** The state made concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis. Although there was a decrease from the baseline to RP1, significant improvement was seen in RP2, with an increase of 15.5% with a 31.9% performance rating. Improvement continued in RP3, with 40.3%. The state continued to exceed the PIP goal for this item. The state’s performance continued to improve and exceed the PIP goal by 28.8%, with a 51.3% rating in RP4.

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Louisiana continued to make concerted efforts to involve parents and children in the case planning process through RP5, by achieving a rating of 55% and further exceeding the PIP goal by 32.5%. Ratings declined in RP6 and RP7 to 47.7% and 42.1% respectively. There was an increase to 45.9% in RP8 which is 29.5% over the baseline. The state remained over the baseline from RP2 through RP8. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. Based on data collected in the TIPS system for SFY 2023 (7/1/22 to 6/30/23), initial case plans were completed timely in 73.75% of cases and ongoing case plans were completed timely in 81.32% of cases. Completed timely indicates that a written case plan was completed prior to the due date. Data collected from the CFSR reviews from RP2 2022 show the DCFS actively involved the mom in 28 of 57 cases for a 49.12% rating. In home services cases saw a greater engagement of mothers with 60% strength rating while FC cases had a 40.6% rating in engaging mothers in the case planning process. Both in home services cases and Foster Care cases actively involved the father in 20 of the 44 cases where the father was applicable for assessment leading to a 45.45% rating for fathers. There was no difference in performance between out of home and in home services cases. Based on data collected in the Case Plan Instrument for Foster Care cases reviewed in FFY 2022, parents were engaged in input for the initial case plan in 25% of the cases (2 of 8 applicable cases) and parents were engaged in input for the ongoing case plan in 42.3% (11 of 26 applicable cases). Although the agency’s performance on completing a written case plan timely continues to be accomplished at a significant percentage, the engagement of parents in case planning continues to show a need for stronger effort to encourage parents vested involvement in the development of the case plan goals and action steps. In an effort to encourage involvement of the parents in the initial FTM process, the DCFS continued requiring the Foster Care or the Family Services Manager to actively participate in all initial Family Team Meetings (FTM) to ensure the family was appropriately engaged. In FFY 2023, managers participated in 1,056 initial FTMs statewide.

**Case Review Item 14:** Were the frequency and quality of visits between the caseworker and the child(ren) in the case sufficient to ensure safety, permanency, and well-being of the child(ren), and promote achievement of case goals?

Item 14	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022- September 30, 2022
Number of Cases Rated as a Strength	30	32	45	46	49	53	59	54	46
Number of Total Applicable Cases	65	65	72	72	73	73	73	72	65
Performance (%)	46.2% Baseline 54.1% (Goal)	49.2%	62.5%	63.9%	67.1%	73.6%	80.8%	75%	70.8%

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**Item 14 Progress:** The state made steady improvements in regards to ensuring the frequency and quality of visits between caseworkers and child(ren) are sufficient to ensure the safety, permanency and well-being of the children and to promote achievement of case goals. The improvement goal of 54.1% was met during RP2, with 62.5%. Progress continued in RP3 and RP4 with 9.8% increase over the PIP goal in RP3 and a 13% increase over the PIP goal in RP4. The trend continued in RP5, with an increase of 27.4% of the baseline. The overall rating through RP5 of 73.6%, exceeds the PIP goal by 19.5% with 53 of the 73 applicable cases rated as a strength. The state’s performance in RP6 and RP7 continued to exceed the PIP goal with the highest rating of 80.8% in RP6 and 54 of 72 applicable cases receiving strength ratings for 75% in RP7. There was a slight decline in RP8 to 70.8% but the state remained well over the goal of 54.1%. The state maintained a rating over 70% rating for RP5 through RP8. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team. The state continues to track completion of monthly home visits with foster children to assist with ensuring the frequency of home visits occurs as expected. For FFY 2023 thus far, the percent of visits completed is 94.3%. This is a decrease from FFY 2022 where 97.9% home visits were held timely; however, the decline in FFY 2023 could be due to entry of home visits into the reporting system not being complete for the months of June and July 2023 which showed a lower rate of completion than other months.

**Case Review Item 15:** Were the frequency and the quality of visits between the caseworkers and the mothers and fathers of the child(ren) sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case goals?

Item 15	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7	Reporting Period 8
Data Period (insert date or range)	April 1, 2018- Sept 30, 2018	Oct 1, 2018- March 31, 2019	April 1, 2019- Sept 30, 2019	October 1, 2019- March 31, 2020	April 1, 2020-Sept 30, 2020	October 1, 2020- March 31, 2021	April 1, 2021 – Sept 30, 2021	October 1, 2021- March 31, 2022	April 1, 2022- September 30, 2022
Number of Cases Rated as a Strength	9	9	15	19	29	28	24	22	24
Number of Total Applicable Cases	56	62	61	60	65	56	58	57	65
Performance (%)	16.1% Baseline 22.4% (Goal)	14.5%	24.6%	31.7%	44.6%	50%	41.4%	38.6%	42.1%

**Item 15 Progress:** The state exceeded the PIP goal for the frequency and quality of visits between caseworkers and the mothers and fathers of the child(ren) sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case goals. Although there was a slight decrease of 1.6% from the baseline to RP1, there was an increase of 10.1% during RP2, with an overall gain of 8.5% from the baseline to exceed the PIP goal. The state’s performance continued to increase in RP3 to 31.7% and RP4 to 44.6%, which exceeds the PIP goal by 9.3% in RP3 and 22.2% in RP4. Louisiana successively increased in this goal through reporting period five. In RP4, 29 of 65 cases, 44.6% received a strength rating and exceeded the PIP goal by 22.2%. The trend continued in RP5, with Louisiana exceeding

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the baseline by 33.9% and the PIP goal by 27.6%. The state continued to exceed the PIP goal in RP6 and RP7; however, ratings declined during these periods with 24 of 58 applicable cases receiving strengths in RP6 for 41.4% and 22 of 57 cases in RP7 for 38.6%. The state saw a slight increase in the rating to 42.1% in RP8. The state has maintained a rating above the PIP goal from RP2 through RP8. The data for RP9 was not captured during the transition and reallocation of duties of the CQI team.

**C. SYSTEMIC FACTORS**

- a) INFORMATION SYSTEMS** – DCFS utilizes a number of information systems to track data for Child Welfare (CW). The primary system of record is the Tracking, Information and Payment System (TIPS).

TIPS is an on-line, statewide interagency information management and payment system capable of tracking client information and generating payments on behalf of the Department’s clients and providers. The system tracks all placement services for foster children and tracks all supportive services paid for through the TIPS system. TIPS is used for maintaining a record of all foster child placements (regardless of the placement type) whether the placement resource receives payment through TIPS, through other sources such as Medicaid, or is a non-paid placement. TIPS does not track all services. Using TIPS, the Department is able to collect and report required data elements for federal reporting as well as for any ad hoc reporting needed. Louisiana is a state based CW system including information systems. The federally mandated Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS) data elements are captured in TIPS and reported using a well-defined extraction process through the federal submission portals.

TIPS currently interfaces with other systems providing information on Medicaid Eligibility as well as Supplemental Nutritional Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) participation. Additionally, for data sharing purposes, Memoranda of Understanding have been developed with LDE and LDH for data matching in relation to educational outcomes for children in foster care, and psychotropic medication monitoring of children in foster care. Using the identified interfaces and data sharing agreements, users are able to review and verify information to correct TIPS data when errors are discovered as well as collaborating to serve children and families more effectively.

A Comprehensive Enterprise Social Services System (ACCESS) was developed by DCFS as the statewide system for intake and investigation of all reports of suspected child abuse and neglect. This information management system contains Centralized Intake (CI) reports. The accepted reports are assigned to the Child Protection Services (CPS) program. All CPS investigative activities (interviews, staffings, collateral contacts, etc.) are documented in ACCESS. Specific data from ACCESS is migrated to the TIPS system for establishing related service records and for NCANDS reporting.

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CAFÉ is the department's Common Front End Access system is a unified portal for entry into case files related to all programs of the department. It allows for a comprehensive search of department records to identify previous client records and prevent duplication of case numbers. Additionally, it can allow for verification of client demographic data such as birthdates, race, etc. There is capacity for client and provider information data-collection through separate portals of the system. Confidential information regarding program specific information is protected so that Family Support staff cannot view Child Welfare information.

Family Assessment Tracking System (FATS) is a smaller web-based system for developing family assessments, case plans and tracking caseworker visits in the Foster Care and Family Services programs. FATS is an electronic forms application. Assessment and case plan forms as well as documentation of case activities are completed in the FATS system. The documents have to be printed and placed in paper case records. FATS is not a database for long-term storage of information. The system is housed on an SQL server and is available to staff on the agency's intranet. Since the implementation of CAFÉ, staff can access FATS via the CAFÉ worker portal home page. There is no integration or sharing of data between the two systems. FATS has not historically been a reporting system; however, DCFS is able to provide the data essential for reporting compliance with the Federal Monthly Caseworker Visitation (MCV) report that is reported annually through a data extraction from the FATS system.

Structured Decision Making (SDM) is another smaller web-based system that provides electronic risk and reunification assessment forms. This system is hosted by the Children's Research Center on a yearly subscription basis. SDM is not integrated into CAFÉ but is accessible through a link on the worker portal home page.

Quality Assurance Tracking System (QATS) provides quality assurance tracking and reporting of specific case review instruments as part of the state's continuous quality improvement process.

ACF Children's Bureau Online Monitoring System (OMS) is a Web-based online application consisting of the Onsite Review Instrument and Instructions (OSRI), the Stakeholder Interview Guide, and reporting tools. It is used for both federal and state conducted case reviews.

Juvenile Electronic Tracking System (JETS) tracks client status, legal status, demographics, location, and goals for youth in the custody of the Department of Public Safety and Corrections, Office of Juvenile Justice (DPSC/OJJ). JETS is not linked to any DCFS information system. Foster children in OJJ custody are given a TIPS number and integrated into the AFCARS reports through a data transfer from OJJ to DCFS.

DCFS contracted with a company called CITI in June 2019, to begin development of a CCWIS system, which will improve CW data collection and reporting capacity.

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**Information System Update FFY 2021:** Initially, the CCWIS Project was scheduled for completion in December 2020. However, due to the amount and complexity of the work involved, it was realized the Project would take additional time to complete. In order to add additional time, the CCWIS Leadership Team is leveraging the Task Order Pool from the original contract to extend the timeframe. Currently, the projected “go-live” ready date of the Project is scheduled for March 2022. Training and last minute activities will occur between March and June 2022, with a “go-live” in June 2022.

The Team implemented additional strategies to compensate for the delayed timeline. The Discovery Team was brought on board in June 2020 to participate in pre-configuration activities for the Case Module. Additionally, the Scope Control Board (SCB) was implemented in December 2020 to determine which features were required for “go-live” and which features could be considered an enhancement to the CCWIS System. The SCB process will be on going through the remainder of the Project in order to control the scope of each module and remain within the projected timeline.

Development Sprints continue to occur every two weeks, as per agile processes. Regular demonstrations of work accomplished are held for program staff and executives in order to receive feedback. Investigation and Intake Modules have a projected end date of March 16, 2021 after 32 Sprints. The Case Management Module is scheduled to begin development on March 17, 2021 and is scheduled for nine (9) Sprints. After Case Management is completed, the Dev Teams will focus on Provider and Financial/Eligibility Modules.

The Data Quality Scrum Team (Data Stewards), led by Sherry White, completed a comprehensive analysis of data on multiple TIPS Client screens in alignment with the development modules. Through ongoing meetings with Program Managers/ OTS/Systems, Business Required Documents (BRD) have been submitted to ensure that the correct data will be converted to Unify. These meetings are designed to explain to management where the data errors are occurring in the system and propose solutions/recommendations for correct the errors and to ensure that the error corrections are in line with policy. The data stewards assist with testing these change requests and create Standard Operation Procedures (SOP) to ensure consistency in the clean-up effort. The team utilizes the SOP to manually cleanup data errors to ensure the most accurate data is available. The team is currently working on developing a new manual for all SOP’s to include detailed steps and screenshots to assist the field in how to correct errors throughout TIPS and ACESS using the resources available to the agency. They will maintain any future revisions that may be needed for the SOP Manual.

The team continues to develop and revise the Integration Audit Manual to ensure accurate data within the ACESS 2.0 system. This manual assists staff in how to prevent errors in the system as well as how to correct these errors. This manual will continue to be revised as new issues are identified to avoid data errors and ensure accurate conversion of case data in the CCWIS System.

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The Data Stewards play an integral part in identifying duplicate clients in the legacy systems. The team is currently working with Program Managers on devising a plan as to how duplicates will be managed/recognized in the legacy system. Data Stewards developed a flow chart for Program Managers to approve the flow process. The goal will be to not only work with Unify staff to ensure that the process of identifying the duplicates will be recognized in conversion; but will implement a plan to identify and ensure that all duplicate clients and their history will be grouped together as one.

Data Stewards continue to provide assistance to the field to ensure compliance of data quality through the Data Steward and Unify Newsletters. Trainings continue to be devised for field staff to ensure that the proper data is entered and maintained in the systems.

Additionally, the data stewards monitor and provide daily reports to CW Managers, Supervisors and Workers to ensure that important case level data is corrected and errors are resolved prior to case closure. They participate and provide feedback in various meetings with DCFS Stakeholders and other CCWIS project teams. This ensures that all systems data is being maintained to a quality standard. It provides an opportunity to ensure sustainability of the data quality, not only in the legacy system but in the development of the new Unify system.

The Data Migration (DI) Team developed and began executing the End-to-End Migration Plan to extract, transform, cleanse and migrate client data from the State's legacy systems to relevant Unify modules for use by DCFS employees. They completed monthly extractions of source data (ACCESS Intake and Investigation) for migration preparation to the target (Unify) database; prepared regular error reports for Data Stewards to analyze and assess to determine resolutions for cleansing data in preparation for migration; generated Exception Logs with migrated data which is researched/analyzed to determine the cause and then assessed for recommendations and presented by DI BAs to Child Welfare Program Management for decisions on default values to be used to successfully migrate data; and completed demonstration of target database (Unify) application loaded with migrated data from source (ACCESS) with DI team BAs, testers and Change Champions for Unify User Interface data validation.

The Organizational Chart Management (OCM), Training and User Acceptance Testing (UAT) Team, led by Karen Austin, developed Change Communications, Training Guides, Quick Reference Guides, Training Material, Unify Connections Newsletter, and the CCWIS-Unify Intranet Website. One of the team's major accomplishments of this team was collaboration with 43 CCWIS Change Champions across nine regions and State Office to deploy Change Management activities, and UAT strategies to drive Unify change adoption and ensure testing of the Unify functionality. The goal of this team for the beginning of 2021 is to complete a full User Acceptance Testing of the Intake and Investigation Modules, finalize the training materials for Intake and Investigations, and conduct Train-the-Trainer to Change Champions. The team will begin Change Management activities related to Case Management and Provider Modules.

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Louisiana was added to the National Electronic Interstate Compact Enterprise (NEICE) System on October 4, 2020. Training began in August 2020. All CW Case Management staff received training from Tetras via Zoom and Computer Based Training. Staff were provided a training environment/sandbox to explore the system. Ongoing collaborations will be held with Administration for Children and Families (ACF), Tetras, and Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC) to ensure full implementation and transition to the National Electronic Interstate Compact Enterprise (NEICE) system with ongoing training provided at multiple levels to staff statewide.

**Information System Activities Planned FFY 2022:** DCFS has a vision to create a Comprehensive Child Welfare Information System (CCWIS) to modernize outdated legacy systems that currently support the child welfare programs. DCFS will work towards implementation of this system. The CCWIS is being called Unify, and it will serve as the integrated case management system for all child welfare programs. It will include the following modules: Administration, Intake, Investigation, Case Management (Foster Care, Family Services, Adoptions, Extended Foster Care, etc.), Eligibility and Financial, Provider Management, and Court Processing. Unify will provide child welfare staff with information to make informed decisions while being mobile, facilitate communication with courts and providers, and promote continuous quality improvement.

Unify will replace all Child Welfare Systems and tools including:

- Tracking Information and Payment System (TIPS)
- Louisiana Adoption Resource Exchange (LARE)
- ACCESS 2.0
- Family Assessment Tracking System (FATS)
- Interstate Compact for the Placement of Children (ICPC) Database
- Family Resource Center (FRC) Database
- National Youth in Transition Database (NYTD)
- Quality Assurance Tracking System (QATS)
- Trauma Based Health tool (TBH)
- Child Abuse Neglect System (CANS)

Benefits of Unify include:

- One integrated case management system – DCFS Child Welfare employees will use one integrated system, ensuring accuracy of records.
- Mobility - Offline system access and synchronization - DCFS Child Welfare employees will be able to access Unify offline, and data is automatically synced when the employee reconnects. It enables DCFS employees to provide more face time with clients and increase productivity.
- Case assessment and history are maintained in one repository.
- Court information and records will be documented throughout the Unify System based on the specific area that is being addressed.
- To reduce time and paperwork, DCFS child welfare employees may use the ‘Talk to Text’ feature to record, upload, and edit notes to reduce manual data entry. Google Application Programming Interface (API) - DCFS child welfare employees

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will authenticate client addresses at intake. This will allow employees to schedule their workday by mapping addresses by group for more effective time management.

- Real-time Compliance Assessment - Data entered into Unify will be automatically reported to the National Child Abuse and Neglect Data System (NCANDS) and the Adoption and Foster Care Analysis and Reporting System (AFCARS). This will ensure data documentation is captured in real-time for assessment of compliance at the federal level.
- Elimination of Duplicate Client Entries – Unify will automatically flag duplicate client entries to eliminate multiple sources of fact and assist staff by merging duplicated client profiles to ensure case history is available for case decisions.
- Scalability – The new case management system is easily customized and upgraded to align with industry compliance changes.
- Provider Management – When managing cases within Unify, DCFS child welfare employees will be able to access forms required to request information from agency approved providers and view documents received from participating providers.

Unify will have innovational features to support the DCFS child welfare workforce with greater technological functionality and efficiency. All users will receive computer based, in-class training by role to effectively adopt and integrate Unify into their daily job functions. As part of training, users will receive workbooks, quick-reference guides, and user guides. Executive approval of the proposed March 2022 launch date of Unify is pending.

**Information System Update FFY 2022:** The DCFS is creating a Comprehensive Child Welfare Information System (CCWIS) to modernize outdated legacy systems that currently support child welfare programs and is working towards the implementation of this system. The CCWIS was named Unify, and it will serve as the integrated case management system for all child welfare programs. It will include the following modules: Administration, Intake, Investigation, Case Management (Foster Care, Family Services, Adoptions, Extended Foster Care, etc.), Eligibility and Financial, Provider Management, and Court Processing. Unify will provide child welfare staff with information to make informed decisions while being mobile, facilitate communication with courts and providers, and promote continuous quality improvement.

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- Case assessment and history are maintained in one repository.
- Court information and records will be documented throughout the Unify System based on the specific area that is being addressed.
- To reduce time and paperwork, DCFS child welfare employees may use the ‘Talk to Text’ feature to record, upload, and edit notes to reduce manual data entry. Google Application Programming Interface (API) - DCFS child welfare employees will authenticate client addresses at intake. This will allow employees to schedule their workday by mapping addresses by groups for more effective time management.
- Real-time Compliance Assessment - Data entered into Unify will be automatically reported to the National Child Abuse and Neglect Data System (NCANDS) and the Adoption and Foster Care Analysis and Reporting System (AFCARS). This will ensure data documentation is captured in real-time for assessment of compliance at the federal level.
- Elimination of Duplicate Client Entries – Unify will automatically flag duplicate client entries to eliminate multiple sources of fact and assist staff by merging duplicated client profiles to ensure case history is available for case decisions.
- Scalability – The new case management system is easily customized and upgraded to align with industry compliance changes.
- Provider Management – When managing cases within Unify, DCFS child welfare employees will be able to access forms required to request information from agency- approved providers and view documents received from participating providers.

Unify will have innovative features to support the DCFS child welfare workforce with greater technological functionality and efficiency. All users will receive computer based, in-class training by role to effectively adopt and integrate Unify into their daily job functions. As part of training, users will receive Unify resource materials. Executive approval of the Q1 2023 launch date has been granted and Unify is currently scheduled to “go-live” within the first quarter of 2023.

On behalf of the State of Louisiana DCFS Child Welfare Division, Cambria Solutions was contracted to provide an assessment of the State of Louisiana’s current Child Welfare CCWIS project. This assessment was initiated April 1, 2021. The findings and recommendations were provided to the State on May 18, 2021. Work included a review of the current project, its organizational structure and oversight functions, the contracting vehicles, project key status, and project processes. Based on the findings of the aforementioned assessment, re-planning of the project strategy and timeline necessitated transitioning to at a hybrid approach that incorporates both agile and waterfall techniques.

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In August 2021, the project was divided into two major phases: System Configuration and Feature Stabilization. This two-phased approach was applied to the following modules: Case Management, Eligibility and Financial Management, Provider Management, Court Processing, and Administration. System Configuration work was completed in February 2022. Feature Stabilization work is in progress with a target end date of September 2022.

Development Sprints continue to occur every two weeks, as per Agile processes. Regular demonstrations of work accomplished are held for program staff and executives to provide feedback.

#### Data Quality

The Data Quality Scrum Team (Data Stewards) have continued their comprehensive analysis of data in alignment with the development modules. Through ongoing meetings with Program Managers/OTS/Systems, Business Requirements Documents (BRD) have been submitted to ensure that the correct data will be migrated to Unify. These meetings are designed to explain to management where the data errors are occurring in the system and propose solutions/recommendations for correcting the errors and ensuring that the error corrections are in line with policy. Data Stewards continue to assist the field by driving compliance with data quality standards.

#### Data Integration

The Data Integration (DI) Team continues to execute the End-to-End Migration Plan to extract, transform, cleanse and migrate client data from the State's legacy systems to relevant Unify modules for use by DCFS employees. They completed monthly extractions of source data for migration preparation to the target (Unify) database; prepared regular error reports for Data Stewards to analyze and determine resolutions for cleansing data in preparation for migration; generated Exception Logs with migrated data and made recommendations to Child Welfare Program Management and/or the Product Manager for decisions on default values to be used to successfully migrate data.

#### Interfaces

The Interfaces Team is creating design recommendations for the development of bi-directional interfaces for review by the Product Manager and interface partners.

#### Reports

The Reports Team is reviewing reports from legacy systems, creating design recommendations, and developing system generated reports within Unify.

#### Organizational Change Management

The Organizational Change Management (OCM) Team has continued the development of change communications, end user guides, quick reference guides, facilitation guides, DCFS Unify newsletters, and the CCWIS-Unify Intranet Website. This team collaborates with CCWIS Change Champions across nine regions and State Office to execute change management activities and user acceptance testing (UAT) to drive Unify change adoption. The goal of this team for 2022 is to prepare for and execute UAT beginning September 2022 and End User Training beginning November 2022.

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**Information System Activities Planned for FFY 2023:** Louisiana will continue to prepare for the launch of Unify in Q1 of 2023.

**Information System Activities Planned FFY 2023:** All work on the previous CCWIS program project ended in November 2022 with the cancellation of CITI's contract for convenience. The DCFS has reinitiated a planning phase in order to proceed with another vendor. No vendor has been selected at this time. The DCFS issued a Request for Information (RFI) in February 2023 to the vendor community to determine available options in the marketplace. The planning team has reviewed all responses received from vendor community and is in the process of determining next steps. The DCFS has begun doing work with the Change and Innovation Agency(C!A) to conduct business process reengineering (BPR) sessions to determine deficiencies in the Agency's practice and ways for improvement. The DCFS is currently doing process mapping with C!A with a scheduled completion date of September 2023. A lessons learned session was held on January 24, 2023 with current and former CCWIS staff to gather information to improve CCWIS development strategies. The DCFS submitted the Planning Advanced Planning Document (PAPD) for the new CCWIS project to federal partners to move forward with the new project which was approved on March 13, 2023. The DCFS developed an RFP for independent verification and validation vendor (IV&V) which has been approved by the DCFS Legal Department. The quality assurance quality control (QAQC) vendor contract was extended for the fifth year. The contract will end on April 14, 2024.

Our current legacy statewide information system is functioning well based on the information entered into the system. The information regarding the demographics of children in foster care or who had been in foster care within the immediately preceding 12-month period, including their location (Parish/Region) and placements are accurate based on information entered and updated by the case worker. As it is related to reporting, the Data Team runs reports monthly to identify any missing data. Once this information is identified, the Foster Care section is notify as well as the Performance Measure Consultants and effort are made to correct and input missing data. The current process is working well. Until recently the DCFS has passed all AFCARS, NCANS, NYTD, and other request for data. Exit dates of all children in foster care are accurate based on entry into TIPS and court documentation.

Louisiana DCFS has the ability to report out for AFCARS and NCANS. There is currently an AFCARS Workgroup which consists of Child Welfare Program leads, Office of Juvenile Justice (OJJ) Program leads, the DCFS Systems team, the OJJ Systems team, Office of Technology Services (OTS), and Deloitte staff. This workgroup meets weekly to discuss progress and barriers to completing the development of the AFCARS elements in our current systems for the 2023A and 2023B files. The team is on target to ensure all elements are built and in place by October 1, 2023. One barrier that has been identified by the DCFS and the OJJ is the capacity of staff to correct and enter data timely while continuing to provide case management services directly to our children and families.

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**Information System Activities Planned for FFY 2024:** The planning team consisting of ten members will continue planning for the upcoming project and vendor selection. The current timeline has the selection of a new vendor by September 2023 with plans to begin development in October 2023. The RFP for independent verification and validation vendor will be sent to the Office of State Procurement for approval to release. The DCFS is in the final closeout for the Implementation Advanced Planning Document (IAPD) for the previous CCWIS project.

Work will continue on the function of the DCFS legacy system to ensure the agency is able to readily identify, for all children in foster care or who had been in foster care within the immediately preceding 12-month period, the status, demographic characteristics, placement location and placement goals for those children. Work will also continue to address and resolve the concerns related to the barrier found related to staff being able to correct and enter data timely while continuing to provide case management services directly to our children and families.

b) **CASE REVIEW SYSTEM**

**Written Case Plan:** The foster care worker and the family must initiate a case plan for each child in DCFS custody by at least the thirtieth day after foster care entry. The initial case plan must be finalized within 45 days of the date the child was placed in the custody of DCFS. The worker and family must review and update the case plan at a minimum of every 6 months from the date of foster care entry. The worker and family may review and update the case plan more frequently if necessary to meet the needs of the child and family.

Case plans are developed through worker preparation with parents, children, foster caretakers and other stakeholders who come together as a team in Family Team Meetings (FTMs). The purpose of the FTM is to offer the parents support in achieving their goals for their family. The following policies and procedures are in place to assure case plans are developed for each child in foster care and the case plan is developed jointly with the child's parent(s):

- Written case plans must be presented to the court for review and approval a minimum of every six months;
- Completion of case plans must be documented in the case events of the Tracking and Information Payment System (TIPS); Upcoming and overdue case events generate alerts to the assigned caseworker, which can be monitored through CAFÉ by the worker's supervisor;
- A sample of case plans are reviewed by CQI staff every six months to assess quality, involvement of parents and adherence to required provisions;
- Written case plans are completed through the teaming process which involves including family, stakeholders, legal partners as team members in the planning process to support the family in defining goals, establishing action steps, and implementing the case plan;
- The case plan template is held in the Family Assessment and Tracking System (FATS), which makes it easy for any involved staff members statewide to pull up the case plan and review or document family progress;

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- The Assessment of Family Functioning (AFF) is integrated into the electronic case planning template to allow for immediate review of family strengths, needs for improvement, parental caretaking capacities, risk level for the family, specialized assessment of runaway or trafficked youth and transitional needs of youth to guide the case planning process;
- For youth ages 14 and older, DCFS policy and the written case plan template include provisions for the involvement of a minimum of two individuals as requested by the youth unless there is good cause to believe the individuals would not act in the best interest of the youth;
- DCFS policy requires that the tribe be notified and included in case planning for any child who is a member of or eligible for membership in a federally recognized tribe.

DCFS uses data from the Continuous Quality Improvement (CQI) case review process to determine if case plans are developed for all children in care and if they were developed jointly with the child's parents. Through QPI, DCFS has established a core philosophy of ensuring quality parenting for the children served. This includes the relationships with stakeholders, work with the legal system, support and development of foster caretakers, and building partnership through our teaming process.

CQI reviewers conduct consultations with workers and supervisors on every CQI review held. An individual report of each CQI review is prepared prior to a consultation (consultations may be held face to face, by telephone conference or by other technology such as ZOOM or SKYPE). The individual report summarizes the areas of "strength" and "needing improvement" based on the case review. CQI reviewers use the information to provide mentoring on best practice, discuss missing documentation, and conduct policy review or provide policy clarification.

The assessment processes used by the department for identifying client needs and the skill of staff in managing the teaming process with families through better engagement are core areas of focus in the state's Program Improvement Plan which will improve the case review system process.

**Case Review System Update FFY 2020:** Child Welfare managers in Foster Care and Family Services continue to participate in the initial Family Team Meeting (FTM) on all cases. The managers are required to complete a case review instrument prior to the FTM capturing key tasks in the case required prior to the FTM. The second evaluation required by the manager takes place during or after the initial FTM. This evaluation captures the quality of engagement with the team. The results of the case review and the evaluation of the FTM are entered into an electronic database so that results can be compiled. The results will be used to identify high performance areas and areas that need improvement. The requirement to have CW managers attend the first FTM has allowed staff to begin engagement early in the case, ensure FTMs are held timely and allow for oversight of staff during the FTM. Managers are tasked with providing valuable feedback to their staff about their engagement with the clients and developing case plan goals.

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DCFS continued developing written case plans through worker preparation with parents, children, foster caregivers and other stakeholders who came together as a team in Family Team Meetings (FTMs). DCFS has updated the case plan to include conditions for return, conditions for case closure and the risk assessment. These elements being added to the case plan will allow the agency to be more transparent with families on what needs to be done in order for their children to return home. This information will be provided in case review hearings and in court reports.

**Case Review System Activities Planned FFY 2022:** DCFS plans to continue having Child Welfare managers participate in the initial FTM, provide valuable feedback and allow managers to evaluate engagement of staff. The assessment of engagement will encourage open communication with staff and assist in case plan development.

**Case Review System Update FFY 2022:** During FFY 2022, the DCFS has continued work on ensuring case plans are completed timely. The DCFS used data entered into TIPS and FATS to track the completion of case plans. Reports were generated from these systems to alert the worker and supervisor of upcoming and/or overdue case plans. During the first 45 days of a FS or FC case, a FTM is held and the case plan is developed. To ensure cases are being reviewed, a Case Review instrument was completed by the Regional Manager prior to the initial FTM. This was designed to ensure that services/assessments provided prior to the FTM were completed accurately and considered during the case plan development. The review also included ensuring separate case plan goals were developed for children, goals were developed specifically for children age 14 and older, notification were made to tribes for any child who is a member of or eligible for membership in a federally recognized tribe, and that parents were involved in developing case plans. A FTM Manager Evaluation Instrument was then completed at the conclusion of the initial FTM. These instruments were completed on all initial FTMs in both the Family Services and Foster Care Programs and entered into the Redcap data system for tracking purposes. A sample of case plans were reviewed by CQI staff and the results of the instruments and CQI reviews were compiled and shared with staff during regional CQI meetings for identification of trends, issues, and for continuous quality improvement during FFY 2022.

**Case Review System Activities Planned FFY 2023:** The DCFS will continue in the current case review process to complete the feedback loop in an effort to further assess the case review process, identify trends involving parental engagement and parental case planning participation, issues, and for continuous quality improvement. During FFY 2023, the CQI unit will brainstorm ideas of how program staff, Regional Program Staff/On The Job Trainers and CQI can provide support to the regions and develop action plans to address any problems and/or needs.

**Case Review System Update FFY 2023:** During FFY 2023, the DCFS underwent organizational restructuring in an effort to improve and optimize its current practice. The DCFS entered into a contract with Public Consulting Group (PCG) to complete Louisiana's federal case reviews.

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Aligning with the Agency's commitment to improving outcomes for the families it serves, the Agency's most experienced staff were reassigned to provide assistance to frontline workers through consultation and on-the-job training. Although the DCFS has contracted the CFSR reviews, Continuous Quality Improvement (CQI) reviewers have continued to provide case consultations to workers in an effort to encourage best practice, the importance of documentation, and to provide policy reviews and clarifications.

Based on data collected in the TIPS system for SFY 2023 (7/1/22 to 6/30/23), initial case plans were completed timely in 73.75% of cases and ongoing case plans were completed timely in 81.32% of cases. Completed timely indicates that a written case plan was completed prior to the due date. Data collected from the CFSR reviews from RP2 2022 show DCFS actively involved the mom in 28 of 57 cases for a 49.12% rating. In home services cases saw a greater engagement of mothers with 60% strength rating while FC cases had a 40.6% rating in engaging mothers in the case planning process. Both in home services cases and Foster Care cases actively involved the father in 20 of the 44 cases where the father was applicable for assessment leading to a 45.45% rating for fathers. There was no difference in performance between out of home and in home services cases. Based on data collected in the Case Plan Instrument for Foster Care cases reviewed in FFY 2022, parents were engaged in input for the initial case plan in 25% of the cases (2 of 8 applicable cases) and parents were engaged in input for the ongoing case plan in 42.3% (11 of 26 applicable cases). Although the agency's performance on completing a written case plan timely continues to be accomplished at a significant percentage, the engagement of parents in case planning continues to show a need for stronger effort to encourage parents vested involvement in the development of the case plan goals and action steps. In an effort to encourage involvement of the parents in the initial FTM process, the DCFS continued requiring the Foster Care or the Family Services Manager to actively participate in all initial Family Team Meetings (FTM) to ensure the family was appropriately engaged. In FFY 2023, managers participated in 1,056 initial FTMs statewide.

**Case Review System Activities Planned FFY 2024:** The DCFS will continue to require Child Welfare Manager participation in the initial FTM and to complete the case plan review instrument to ensure the agency continues to appropriately engage families and actively participate in the development of the case plan. The agency will continue to track data on engagement of parents in case planning to determine if this implementation is assisting in the efforts to increase engagement.

The DCFS will continue to properly inform the team of the conditions for return and the conditions for case closure.

The CQI unit will explore new ways to increase active participation in data meetings to obtain feedback to assist in the DCFS decision-making and improvement of outcomes for the families it serves.

**Periodic Reviews:** In compliance with Louisiana law, DCFS has policies and procedures in place to ensure each child receives a case review hearing by the court every six months. DCFS staff must provide the court a report summarizing progress in the case and an

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updated written case plan a minimum of 10 working days prior to each case review hearing. DCFS staff is required to notify the child's foster caretakers of the case review hearings held by the court and the right of the foster caretaker to be heard. All other involved parties are notified of case review hearings by the court.

Completion of case plan review meetings and court case review-hearings must be documented in the case events of TIPS. Upcoming and overdue case events generate alerts to the assigned caseworker, which can be monitored through CAFÉ by the worker's supervisor.

A sample of case plans are reviewed by CQI staff every six months. Part of this process involves determining the number of court case review-hearings occurring timely and noting these hearings as an administrative review in the database. If a court case review hearing did not occur timely during the six-month timeframe, an administrative review is scheduled according to an established protocol within the region to ensure compliance.

If the safeguards for judicial review fail to ensure a periodic review of every child's case, the Administrative Reviews (AR) process provides monthly compliance reports that are issued to field staff and monitored by CQI staff.

In the AR process, first line supervisors in the field are required to capture the following information through TIPS reviews/and or case record reviews:

- Review of and updates to the TIPS case event 3130 for all cases in which the judicial review is held every six months;
- The number of instances in which the TIPS 3130 case event was not updated for the month under review, by child name;
- The number of internal ARs (by family) which are due for the month (because a judicial review was not held within the Period under Review; and,
- The number of internal ARs (by family) which were needed for the month but were not held by conclusion of the month.
- The number of DCFS case plan review meetings that were due for the month. The number is reported by family in Foster Care cases and by child in Adoption cases. Adoption cases are counted by child because parental rights have been terminated and children freed for Adoption are tracked as their own family in TIPS;
- The number of DCFS case plan review meetings not held by the close of the month in which the meeting was due;
- Review of and updates to the TIPS case events 3100 and 3110 to assure and document initial and ongoing case planning meeting completion.

Cases for which judicial reviews were due but not held (for various reasons such as court continuances) are reviewed through the AR process. Field supervisors have the responsibility of ensuring a judicial review or an AR occurs on each case before the deadline. When the judicial review is held, information is updated in the TIPS case events. If a judicial review is not scheduled by the court to be held timely, it is the responsibility of field staff to work with the court to get the review scheduled and completed before the end of the month it is due. When it is not possible to schedule or hold the judicial review

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timely, it is the responsibility of the field supervisor to get the case assigned for an internal AR.

**Periodic Reviews Update FFY 2021:** Continued periodic reviews as stated above. Comprehensive Child Welfare Information System (CCWIS) development will ensure improvement in tracking of the periodic reviews.

**Periodic Reviews Activities Planned FFY 2022:** Continue periodic reviews as stated above. Continued CCWIS development.

**Periodic Reviews Update FFY 2022:** The DCFS continued to conduct periodic reviews as described in the DCFS policy and procedures. The DCFS ensured each child receives a case review hearing by the court every six months. The DCFS provided court report and updated case plans to the courts as required. The DCFS notified all involved parties of court hearing as required.

**Periodic Reviews Activities Planned FFY 2023:** The DCFS will continue to conduct periodic reviews as required by Louisiana Law.

**Periodic Reviews Update FFY 2023:** The Louisiana DCFS continued to comply with its policies and procedures in place to ensure all children in foster care receive a case review hearing by the court of jurisdiction every six months. Court reports continue to be submitted to the court, the attorneys involved and CASA at least 10 days prior to the scheduled court hearing. Caseworkers continued to notify caregivers of their right to attend and be heard at court hearings via mail. All case plan review meetings and court case hearings continue to be entered in TIPS to generate the upcoming/overdue case plan meetings and upcoming/overdue court case review hearings.

If a court hearing did not take place every six months, CQI staff continued to notify the assigned supervisor of the need to complete an Administrative Review (AR). The CQI staff also continued to monitor the TIPS 3110 screen in an effort to ensure the child had a case planning meeting at least every six months.

**Periodic Reviews Activities Planned FFY 2024:** The DCFS will continue to comply with policies and procedure in place to ensure all children in foster care receive a case review hearing and a case plan meeting at least once every six months. The AR process will continue to be used when a child does not have a case review hearing at least once every six months.

- c) **Permanency Hearings:** Louisiana law requires that each child in foster care have a permanency hearing by the court every 12 months. It is common in Louisiana courts to use the periodic review hearing and permanency hearings interchangeably or a combination of both hearings. DCFS policy requires an initial permanency staffing within nine months of foster care entry. This staffing assesses the potential for the family to achieve reunification within 12 months. The staffing identifies unaddressed needs of the family, determine any compelling reasons for not pursuing termination when the child has been in foster care 12

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months, and/or determining steps necessary to pursue termination at the permanency hearing when the child has been in foster care for 12 months. After an initial permanency staffing has been held, each case staffing held every three months thereafter serves as an ongoing assessment of the appropriateness of the child's permanency plan. Permanency hearings continue to be held every 12 months from the date the child entered foster care until permanency is achieved. These permanency hearings are held in conjunction with the case review hearings that are held at 6-month intervals. DCFS staff providing provides the court a report with the DCFS recommendations for permanency for the child. The court report summarizes progress in the case and is submitted to the court along with an updated written case plan a minimum of 10 working days prior to the permanency and case review hearing. DCFS staff is required to notify the child's foster caretakers of the permanency hearings and case review hearings and their right to be heard at those hearings. All other involved parties are notified of permanency and case review hearings by the court.

CQI is responsible for collecting and distributing data to regions. CQI supports the regions in providing technical assistance and training on the AR process. Regional management is responsible for using the tools provided by CQI to ensure timely completion and TIPS documentation of case activities. TIPS case events are required for all court hearings.

**Permanency Hearing Update FFY 2021:** The Chief of the Louisiana Supreme Court has agreed to issue a directive to all juvenile judges in letter form. The directive will address the appointment of attorneys and notice for all CINC Continued Custody Hearings (CCH) to ensure effective legal representation for children and parents at these hearings. Specifically, the letter will direct judges to appoint counsel at the earliest possible time for the CCH and work with the Clerk of Court and staff to ensure notice (including the affidavit and instanter order) is delivered to the attorneys as early as possible. The revised Juvenile Judges Bench Book Section on instanter orders highlights the importance of attorney appointment. It explains that the programs approved to represent children and parents in that jurisdiction should be appointed if the court grants an oral or written instanter order. It emphasizes that the court should arrange for copies of the documents to be emailed as soon as possible and in advance of service so that due process is afforded to the families. The revised template instanter order has a section for appointing parents and children's attorneys and orders that they be served with a signed copy of the pleadings. The revised affidavit for instanter contains a line for providing the parent email address and telephone number. In this way, parent attorneys will have contact information for their clients in advance of the CCH, which should increase their ability to meet with the clients before the hearing. Finally, the Pelican Center is exploring ways to ensure that the child's contact information is consistently provided to the children's attorneys so that the attorneys are better able to prepare for the CCH.

Policy 6-835: Judicial Hearing for Foster Children was revised. Permanency Hearings are to be conducted within nine months after the Disposition Hearing if the child was removed prior to disposition or within 12 months if the child was removed at disposition but in no case more than 12 months after removal. The Foster Care caseworker shall address in-state and out-of- state placement considerations, as applicable, in the court report prepared for the 12-month Permanency Hearing. A Permanency Hearing shall be conducted at least

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once every 12 months thereafter for the duration of the jurisdiction of the court over the child.

If reasonable efforts to reunify the child and family are not necessary because the case situation meets the criteria of Ch. C. Art. 672.1(C), the Department may file for immediate termination of parental rights. However, even if a case meets the criteria for immediate termination of parental rights, it can only be pursued if the court makes a judicial determination per Ch. C. Art. 672.1(C) or other applicable law.

At least 20 days prior to each Permanency Hearing, the Department shall give a Notice Letter using the same method as the case review hearing.

**Permanency Hearing Activities Planned FFY 2022:** DCFS will continue Permanency Hearing process improvement as described above and continued CCWIS development. The case review and permanency court report has been updated to provide more information about the family in regards to risk, safety and permanency. The court report has been developed and used by four pilot regions to ensure the court report is user friendly and contains all of the information the court is requesting. The final court report will be completed and required for the entire state by May 31, 2021. The case review and permanency judgements have been updated in conjunction with the Pelican Center. During this process, judges, attorneys and DCFS staff met to provide the information in the court reports that will be used by all court jurisdictions. A review of the court judgments will be held on May 13 for all agency staff.

**Permanency Hearing Update FFY 2022:** The DCFS continued the Permanency Hearing process improvement as described above and continued in the CCWIS development. The case review and permanency court reports are used by the entire state as of May 31, 2021 as a uniform model for all child welfare staff and courts of jurisdictions. Staff were introduced and trained on the court reports in April and May of 2021 prior to implementation.

The CIP and Pelican Center met regularly with DCFS staff from each region as well as judges and legal stakeholders in each jurisdiction to further assess and identify barriers to using the new court templates and make recommendations for future updates. The final versions of the court document templates were officially sent out to judges and attorneys the week of February 15<sup>th</sup> of 2021 for immediate use.

The Louisiana Supreme Court sent out a press release about the Benchbook the week of March 1<sup>st</sup> of 2021: [https://www.lasc.org/Press\\_Release?p=2021-08](https://www.lasc.org/Press_Release?p=2021-08). The CIP, Pelican Center, and the Louisiana Judicial College hosted a training on the court reports and court orders for judges on April 22nd, 2021, with 30 judges participating. The CIP and Pelican Center hosted a training on the court reports and court orders for child welfare and legal stakeholders on April 30, 2021, with 200 participants. Both of these trainings were recorded and are available to judges and legal and child welfare stakeholders on the CLARO website. The CIP and Pelican Center trained the Louisiana District Attorney's on the court order templates at their Summer Conference on July 28, 2021. The CIP, Pelican

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Center, and Louisiana Judicial College provided training to judges on the court reports and court order templates on August 5, 2021 at the 2021 City, Family, and Juvenile Judges Seminar. The CIP and Pelican Center hosted a one-day workshop on December 15, 2021 to further train Louisiana District Attorney's on the court report and court order templates.

**Permanency Hearing Activities Planned for FFY 2023:** The DCFS will continue the uniform Permanency Hearing process and CCWIS development will continue. The CIP and Pelican Center are working to create a new six hour introduction to Child in Need of Care training that will be available for in person training but also made available on demand on [clarola.org](http://clarola.org). There will be a special focus on the template orders and court reports as well as CWADM. The CIP and Pelican Center will provide a four hour training to the Orleans Parish Juvenile Court regarding alternatives to removal, court reports and orders, and CWADM. This training is available for jurisdictions across the state to schedule, in person or virtually.

**Permanency Hearing Update FFY 2023:** Children in the Department of Children and Family Services' custody continued to have a permanency hearing every twelve months for the court to review continuing necessity for and appropriateness of child's placement; progress toward mitigating causes necessitating placement in foster care; safety of the child; extent of case plan compliance by parents and the DCFS; and likely date by which child may achieve permanency. This hearing is conducted within nine months after the Disposition Hearing if the child was removed prior to the disposition or within twelve months if the child was removed at the disposition, but in no case more than twelve months after the removal and at least once every twelve months thereafter. Through tracking of Permanency Hearings held during SFY 2022 (7/1/21-6/30/22) and SFY 2023 (7/1/22-6/30/23), there was a noted decline in timeliness of Permanency Hearings held. Based on SFY 2022 data, 70.7% of all permanency hearings due were held timely. In SFY 2023, the percentage of Permanency Hearings held timely fell to 58.28%. The timeliness percentage has seen a steady decline over the last few years; however, this large of a decrease is of concern and state office staff are scheduling meetings with regional staff to conduct root cause analysis to determine what may have led to the significant decline.

The DCFS gives notice of the right to appear at each case review hearing with the court. The notice states the date, time and place of the hearing and the recipient's right to attend and be heard. If a foster parent, pre-adoptive parent, or relative providing care for the child fails to appear at a hearing, the department shall report to the court whether notice was given or, if not, what diligent efforts were made to locate and notify the absent person.

Discussions about the court proceedings with the child and caregivers are held during the home visits prior to the hearing. They are also asked if they have specific questions about what happens in court as court can be very serious place where people often feel anxious about doing their best, but it is also a place for finding answers and making decisions in tough situations. Children twelve or older must be present in court unless the court waives his/her presence; children under age twelve have to be present only if the child's attorney or the court requests it. The child's attorney is responsible for making the decision with the child about whether or not the child goes to court. The decision about the child coming to court should be made before each hearing and should consider each child individually. If

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present, the child may testify. If the child does testify, the court must consider the testimony.

The Department is required to submit a detailed report on the status of the case to the court at least 10 calendar days before any scheduled Disposition, Permanency or Case Review Hearing. Caseworkers have continued to submit these reports which focuses on risk, safety, and permanency to the court 10 days in advance. Initial permanency staffings continued to be held at the 9-month mark of the child being in care. Case workers prepare for the permanency hearing by having a Permanency Planning Staffing. The Bureau of General Counsel (BGC) Attorney, Child Welfare Manager, supervisor, and case worker review the case record prior to the PPS staffing.

As a result of the Chief of the Louisiana Supreme Court issuing a directive to appoint attorneys for all Continued Custody Hearings (CINC) to all juvenile judges in letter form, parents were appointed an attorney at the Continued Custody Hearing. The agency has continued to work with the Pelican Center to ensure the child's attorney had contact information for the child to effectively represent the child at the court hearing.

**Permanency Hearing Activities Planned for FFY 2024:** The DCFS will continue to have permanency hearings for children every 12 months and will continue to update the court and involved parties of the child's progress via the new court report format which focuses on risk, safety and permanency. Work with the Pelican Center will continue in an effort to develop a system to notify the child's attorney of contact information for the child as soon as possible. Work will continue within the regions to explore the root cause of the timeliness of Permanency Hearings held and determine barriers to holding Permanency Hearings timely.

- d) **Termination of Parental Rights:** DCFS has multiple processes and safeguards in place to ensure the timely filing of termination of parental rights (TPR) proceedings in accordance with federal requirements. DCFS policy requires a permanency staffing within nine months of foster care entry. The purpose of the staffing is to ensure everything is in place to proceed with TPR if appropriate at the 12-month permanency hearing. When the decision is made to proceed with termination, a TPR packet is prepared and submitted to staff attorneys. The staff attorney assigned to the case has 30 days from receipt of the TPR packet to file the petition for termination. After the petition is filed, TPR proceedings follow the court process, which is guided by the Louisiana Children's Code legal requirements.

The DCFS Bureau of General Counsel (BGC) provides data regarding the number of TPR petitions filed. This data is shared with the Executive Management Team and Regional Administrators to assist in decision-making regarding improving permanency outcomes.

The TPR data reports and CQI case review reports are shared with the Court Improvement Program (CIP). In the CIP CQI process, this data has been used in discussions on court timeliness measures. DCFS and CIP sharing data and collaborating between the

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organizations' CQI committees has strengthened the case review system monitoring the functionality of TPR filings.

CQI case reviews provide data on the number of cases that are rated as "strength", or "area needing improvement" regarding filing TPR petitions and assuring proceedings occur in accordance with federal requirements. Specifically, item six of the case review instrument measures the following: "Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement".

**TPR Update FFY 2021:** There continues to be difficulty getting TPR dates. Staff continue to work with the court system to expedite and make this process more efficient for families and children.

Policy 6-835: Judicial Hearing for Foster Children was revised. If reasonable efforts to reunify the child and family are not necessary because the case situation meets the criteria of Ch. C. Art. 672.1(C), the Department may file for immediate termination of parental rights. However, even if a case meets the criteria for immediate termination of parental rights, it can only be pursued if the court makes a judicial determination per Ch. C. Art. 672.1(C) or other applicable law.

**TPR Activities Planned FFY 2022:** DCFS will continue TPR scheduling efforts. Staff will continue to work with the court system to expedite and make this process more efficient for families and children.

**TPR Update FFY 2022:** The DCFS continued TPR scheduling efforts. Staff continued to work with the court system to expedite and make this process more efficient for families and children. The DCFS staff have continued to work with the courts and legal team to achieve permanency for all children timely. The DCFS Child Welfare Consultants continued to conduct case planning staffings regarding children who have been in foster care over twelve months with a goal of reunification to ensure the best possible outcomes for each family. These staffing are geared towards helping the local office brainstorm permanency plans and are staffed monthly until a plan is created and accepted by the courts. The statewide court improvement efforts were to build/enhance relationships with community stakeholders, DCFS staff, attorneys and judges with a focus to work together to improve communications, develop a universal court report and Area Director's and Managers have had individual meetings with the courts to improve working relationships. Manager's continued to have Permanency Planning Staffing (PPS) on cases where children have been in FC nine months to discuss a permanent plan for the family. These staffing are geared towards helping the local office brainstorm permanency plans and are staffed monthly until a plan is created and accepted by the courts. Suggestions are made to follow-up and reach out to former caregivers, advocates within the school systems, and other providers, and working with non-offending parents. With PPS, case planning staffings and individual supervisor staffings have impacted children timely exiting the foster care system.

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**TPR Activities Planned for FFY 2023:** The DCFS will continue TPR scheduling efforts. Staff will continue to work with the court system to expedite and make this process more efficient for families and children. The DCFS staff have continued to work with the courts and legal team to achieve permanency for all children timely. The DCFS Child Welfare Consultants will continue to conduct case planning staffings regarding children who have been in foster care over 12 months with a goal of reunification to ensure the best possible outcomes for each family.

**TPR Update FFY 2023:** The DCFS continued to conduct initial permanency staffings on all cases at the 9-month mark in an effort to ensure termination of parental rights (TPR) petitions are filed timely. During this staffing, discussions are held to ensure the Agency has met all requirements to proceed with TPR if it is appropriate to do so. The DCFS caseworkers continued to submit TPR packets to the Bureau of General Counsel (BGC). The BGC has 30 days from receipt of the TPR packet to file the TPR petition. The BGC continued to track the number of TPRs filed. This was then reported to the Executive Management Team and Regional Administrators to make improvements as it relates to achieving timely permanency. For FFY 2023, the DCFS filed 445 TPR Petitions. For RP1 2022 CFSR reviews, of the forty FC cases reviewed, eleven cases were N/A as they had not met criteria for filing of the TPR. Of the twenty-nine applicable cases, twenty-four cases were filed timely for TPR or had an exception endorsed leading to a 82.76% strength rating. For RP2 2022 CFSR reviews, of the forty FC cases reviewed, twenty-one cases were N/A as they had not met criteria for filing of the TPR. Of the nineteen cases applicable, sixteen cases were filed timely for TPR or had an exception endorsed leading to a 84.2% strength in this area.

**TPR Activities Planned for FFY 2024:** The DCFS will continue conducting initial permanency staffings at the 9-month mark to determine the applicability of TPR and to achieve timely filings of TPR petitions.

- e) **Notice of Hearings and Reviews to Caregivers:** The federal compliance portion of the case plan document in FATS captures the date written notification was provided to foster caretakers informing them of the date, time, location of hearings and their right to attend and be heard. The worker records notification of hearings to the foster caretakers. This documentation is in a narrative format with no capacity for rolling up the data. DCFS is working to develop a case event in TIPS to allow the capacity to roll up data on whether notification of the foster caretakers and their right to be heard occurred in each case due for case review each month, regardless of whether it is an initial or ongoing case review. It will be possible to develop a report to display in WEBFOCUS regarding the percentages of cases where this occurred by region to allow field staff managers to plan for improvement on a regular basis. It will be possible to monitor from a state level to initiate higher level planning for improvement.

CQI staff review a sample of case plans every six months. This process includes consideration of fulfillment of all federal case planning requirements, including notification of foster caretakers regarding any review or hearing held with respect to the

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child and their right to be heard. CQI and program staff will work together to assess how efforts can be coordinated to develop informative data and improve outcomes.

The form 98A form includes a statement for the caseworker to read to the caregiver at placement notifying the caregiver of the right to receive notice, be present, and provide information at hearings. The caregiver must initial the form in the designated space acknowledging they were provided this notice. A copy of the form is filed in the case record. DCFS policy states the child's assigned CASA worker shall be notified and given the opportunity to participate in the DCFS Administrative Reviews to review the case plan document and consider the appropriateness of planning for safety, permanency, and well-being of the child.

**Notice of Hearings and Reviews to Caregivers Update FFY 2021:** DCFS continued to provide notice of hearings and reviews to caregivers. A model "Care and Treatment" report was created. The form is called the "Foster Caregiver Progress Form". The foster caregiver completes this form and this is one way that foster caregivers can exercise their right to be heard at all CINC hearings. The form is completed prior to scheduled court hearings and provided to the caseworker at least 20 days in advance of a hearing. The caseworker will ensure the information is sent to the court. In May 2021, all foster caregivers were notified via a mailed letter about the form and were provided the location on the DCFS website to complete and submit the form electronically; <http://www.dcf.la.gov/relatives> or <http://www.dcf.louisiana.gov/page/foster-parenting>. "Foster caregiver" includes foster parents, pre-adoptive parents, and relatives caring for a child involved in a CINC case.

Policy 6-835: Judicial Hearing for Foster Children was revised. The Department shall give notice of any court hearing regarding the child to the child's parents and other parties of the CINC case. The notice shall state the date, time, and place of the hearing and inform the receipt of his right to attend and be heard. This notice shall be provided by certified mail at least two weeks prior to the scheduled hearing.

Ch. C. Arts. 623, 624, 679, 695, 698, 705, and 708, state that foster caregivers providing care for a child have the right to be present and heard regarding the care and treatment of the child at any court hearing involving a child in their care. DCFS shall give a Notice Letter via mail or hand delivery to the foster caregiver(s) before each court hearing involving a child in their care.

The Notice Letter should be provided to the foster caregiver(s) per the following:

- **Continued Custody Hearing (CCH):** Prior to the CCH and within 24 hours of the child's placement in the foster caregiver's home, the foster care case worker will provide the foster caregiver(s) with the Notice Letter (with upcoming hearing information), Foster Caregiver Progress Form, and Court Process and Legal Rights Guide for Foster Caregivers. The foster care caseworker will ensure that the foster caregiver understands the purpose of the documents and how and when to submit the form if they choose to do so before the CCH. The documents may be attached to the 98A Form (which serves as an agreement between DCFS and the foster caregivers with regard to that placement) that the foster care caseworker gives to

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the foster caregiver. At least six copies of the Foster Caregiver Progress Form should be provided to the foster caregiver so that they have enough printed copies for subsequent hearings. The foster care caseworker should ensure the foster caregiver knows where to access the form on the DCFS website. If the foster care caseworker does not know the date and time of the CCH when they provide the foster caregivers with the documents, they must provide that information when they acquire it.

- Answer and Adjudication and Answer Hearings: At least 10 days prior to the Answer and Adjudication Hearings, the foster care caseworker will provide a Notice Letter (with upcoming hearing information) to the foster caregiver. If the foster caregiver chooses to submit the Foster Caregiver Progress Form for the Answer and/or Adjudication Hearings, it must be scanned, emailed, or provided (i.e., physically given at a visit, etc.) to the foster care case worker at least 10 days prior to the hearing.
- Disposition Hearing, Case Review Hearings, and Permanency Hearings: At least 20 days prior to the Disposition Hearing, Case Review Hearings, and Permanency Hearings, the foster care caseworker will provide a Notice Letter (with upcoming hearing information) to the foster caregiver. If the foster caregiver chooses to submit the Foster Caregiver Progress Form, it must be scanned, emailed, or provided (i.e., physically given at a visit, etc.) to the foster care case worker at least 15 days prior to the hearing

The Department shall provide notice of any changes in the scheduled hearing to the child's parents, other parties, and the child's foster caregiver(s). If the hearing will be held via Zoom, the Zoom link should be sent to the child's parents, other parties, and the child's foster caregiver(s) prior to the hearing. Court reports shall include efforts to notify the child's parents, other parties, and the child's foster caregivers. All parties to the hearing shall be notified of the next court date in open court, if present, and if not, by subpoena. However, this does not relieve the Department of their responsibility to provide notice by mail.

**Notice of Hearings and Reviews to Caregivers Activities Planned FFY 2022**: DCFS will continue to provide notice of hearings and reviews to caregivers.

**Notice of Hearings and Reviews to Caregivers Update FFY 2022**: The DCFS continued to provide notice of hearings and reviews to caregivers. The Foster Parent Progress Form was created and implemented in May 2021. This form allows the foster caregiver's the right to attend and be heard at the hearing (attendance is not mandatory), including a brief explanation of how they can exercise their right to be heard by speaking at the hearing and/or by giving the Foster Parent Caregiver Progress Form (form is not required) to their FC case worker who will then submit the form to the court. These forms are attached to the 98-A upon placement with instructions on how to email the form to the DCFS Foster Care email account. Once received, the completed forms are sent to the worker and supervisor within the Region. For all CINC hearings, the foster caregiver shall provide the caseworker with the Foster Caregiver Progress Form at least 20 days prior to the hearing. The Foster

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Care caseworker must ensure that the Foster Care Progress Form is attached to the Court Report filed with the court and that copies are provided as required for the court report.

**Notice of Hearings and Reviews to Caregivers Activities Planned for FFY 2023:** The DCFS will continue to provide notice of hearings and reviews to caregivers and continue to utilize the Foster Parent Progress Form, which was implemented in May 2021. The form is designed for caregivers to provide their input at court hearings where they could not physically attend.

**Notice of Hearings and Reviews to Caregivers Update FFY 2023:** The DCFS implemented the Foster Caregiver Progress Form as a means for caregivers to document the child's progress and submit to the courts. The DCFS continued to use the federal compliance portion of the case plan document located in FATS to capture the date the caregiver was provided with written notification of court hearings and their right to attend and be heard. At this time there is not a method of review that tracks the notification of hearings/reviews in FATS or in a current review instrument. Work will be done to add this tracking to a current review instrument that reviews Case Plan compliance.

**Notice of Hearings and Reviews to Caregivers Activities Planned for FFY 2024:** The DCFS will continue its efforts to create a case event in TIPS that will capture the date a caregiver was notified of the right to attend and be heard at court hearings. The form 98A will continue to be used as notification to caregivers of their right to receive notice, be present, and provide information at court hearings. The DCFS will continue to encourage caregivers to complete the Foster Caregiver Progress Form as a means to update the court on the child's progress. Contact will be made with the contractor to add a tracking question related to identifying the date of the court hearings during the PUR and the date of notification of hearing to the caregivers.

**D. QUALITY ASSURANCE (QA) SYSTEM/CONTINUOUS QUALITY IMPROVEMENT (CQI)**

**Strengths:** A notable strength is that the DCFS Secretary and Executive Management Team fully endorse and support the Continuous Quality Improvement (CQI) process. CQI is committed to assuring the validity and inter-rater reliability of case reviews. Another effort to improve validity and reliability of case reviews is the second and third level review process. This, combined with ongoing training, serves to improve the validity and reliability of case reviews. The establishment of bi-directional feedback is vital in any CQI process to ensure everyone who supports children and families is treated as an important partner (*CW Principles of Practice*).

**Areas Needing Attention:** Areas requiring attention include maintaining and providing enhancement of the QA/CQI system to support progress, and assisting the Department in the development, implementation and monitoring of its program improvement efforts.

**Updated Assessment:** The DCFS QA/CQI System continues to operate in all jurisdictions of the state. The system is based on the CQI functional components as outlined in ACYF-

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CB-IM-12-07 issued on August 27, 2012. (*Refer to CW CQI Manual, 1.4 Foundational Administrative Structure, p. 4-5*)

CQI staff are housed in all nine regions of the state to provide local support to field staff regarding consultation on practice in addition to completing case reviews. The CQI Team is divided into three clusters, which correspond with the geographical regions of the state. The northern cluster includes three regions: Shreveport, Alexandria and Monroe. The central cluster includes the regions of Lake Charles, Lafayette and Baton Rouge. The regions of Covington, Orleans and Thibodaux comprise the southern cluster.

The CQI Team is comprised of 3 managers and 19 case review staff who hold various roles within the CQI process. Most CQI staff have experience in multiple Child Welfare programs and field experience, front line supervisory and/or managerial experience. A CQI manager provides CQI oversight in each of the three clusters.

Managers, online training resources, and Department Program staff who orient staff when there are role adjustments provide training for case reviewers. Ongoing trainings, conference calls, and webinars will be held with the entire CQI team to discuss CQI matters, case review items and standards, and provide training on changes to state and federal policy and procedures. In-person statewide trainings are held at least once annually for all involved in case reviews to review the CQI review process through a mock case review and discussion of Onsite Review Instrument (OSRI) guidelines and to review any updates to either.

Quality Assurance (QA) staff, CQI managers, and second level staff meet quarterly to review the QA processes and case review standards. Case review items and mock cases are reviewed and discussed to provide guidance and instruction to improve inter-rater reliability. Information is passed on to reviewers. In addition, QA staff, CQI managers, and second level staff meet by phone bi-weekly to discuss any case review items or needs, and debrief case review and process specifics. (*Refer to CW CQI Manual, 1.6 CQI Training Requirements, p. 5-6, para. 3-4 for additional details*).

Louisiana continues to conduct its own Child and Family Services Review (CFSR) and uses the same sampling plan and case review process outlined for Round 3 to report ongoing progress on the Program Improvement Plan (PIP). Such reviews are aligned with the ongoing statewide CQI monitoring approach. The State intends to use a 6-month review period with a minimum number of 65 cases reviewed: 40 out-of-home cases and 25 in-home services cases. The state will use a statewide simple random fixed sample to select the 65 cases. Reviewers will conduct review cases and interviews across the state simultaneously based on the statewide random sample with no stratification. Reviewers will cross-regions as necessary to control for the randomness of the sample.

The State is divided into nine regions: Orleans, Baton Rouge, Covington, Thibodaux, Lafayette, Lake Charles, Alexandria, Shreveport, and Monroe. The sampling frame includes all geographic areas of the state and is representative of the child welfare population served and the major metropolitan area identified as New Orleans. The expected

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number and percent of cases to be included for the major metropolitan area is seven cases (10%) of the sample. (*Refer to CW CQI Manual, Appendix A: Child Welfare CQI Sampling Plan, p.34-39*).

The CQI team uses the Onsite Review Instrument (OSRI) to conduct CFSR case reviews during a 6-month reporting period, aligned with the FFY timeframes. Louisiana inputs data regarding the OSRI into the Online Monitoring System (OMS). In addition to using the OSRI, Louisiana has implemented all five case related interviews to include the child, parent, caregiver, caseworker or supervisor, and service provider.

The CQI Team completes Child and Family Service Reviews (CFSR) bi-annually from October 1 through March 30 and then from April 1 through September 30. Review periods are identified as RP1 and RP2 for each federal fiscal year. Louisiana accomplishes case reviews with a team approach and by using the model for reviews within the CFSR Procedures Manual at <https://training.cfsrportal.org/resources/3105>.

The entire Case Review process and CFSR Process Guide can be found in the Child Welfare CQI Manual. (*Refer to CW CQI Manual, Section 2.4 Child and Family Services Reviews, p. 9-17*)

Feedback loops have been established at all levels to disseminate data and information. At the conclusion of the case review process, reviewers hold individual CQI exit meetings with managers, supervisors and caseworkers for every participating case in the CFSR review and the targeted reviews. The case reviewer discusses the purpose of each item of the OSRI, rating results and recommendations on how to strengthen practice. The goal of the meetings is to educate staff on how the rating results are linked to their individual casework, and can result in an overall improvement in practice.

DCFS continues to communicate information to internal and external stakeholders through a well-established State Level CQI Committee that meets quarterly. The committee includes DCFS staff from all levels, court representatives, a tribal representative, CASA, foster parents and youth.

In addition, the CQI Team continues to conduct regional exit meetings to present data results from case reviews. The CQI Regional Case Review Exit meetings are incorporated into the Regional CQI Committee meetings (formerly regional PQI meetings). Regional case review exits are conducted during the April and October meetings. The CQI case-review team members along with the regional committee leader and co-leader are responsible for attending subcommittee meetings to interpret data and to monitor the subcommittee's progress in using data for problem solving and developing solutions.

Data is reported bi-annually to the statewide leadership team and stakeholders. Discussions are held with regard to the statewide findings, issues/concerns or best practice in specific regions, regional trends and aligning plans for improvement in the regions with the state's overall success metrics.

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The CFSR Round 3 Review was held in Louisiana from April 1, 2018 through September 30, 2018. Louisiana, in consultation with the Children’s Bureau, elected to conduct a State led review. The results determined that Louisiana did not pass any of the outcomes or associated items. The following outcomes were targeted for improvement through a Program Improvement Plan (PIP): Safety Outcome 1, Safety Outcome 2, Permanency Outcome 1 and Well-Being Outcome 1.

<b>YEARS 1-5: FFY 2020 - 2024 Action Steps</b>	
Maintain and enhance the QA/CQI system.	<ul style="list-style-type: none"> <li>● Maintain Louisiana CQI foundational structure by:               <ul style="list-style-type: none"> <li>○ Continuing the use of a CQI team to complete case reviews.</li> <li>○ Continuing a case review process that meets all requirements as set forth by the Children’s Bureau.</li> <li>○ Continuing the use of state and regional level CQI committee.</li> </ul> </li> <li>● Maintain a quality, data collection system that meets all requirements for the case review process.</li> <li>● Continue on an ongoing basis to enhance interrater reliability in the case review process through mock exercises, trainings and biweekly support calls.</li> <li>● Continue to provide analysis and dissemination of quality data through:               <ul style="list-style-type: none"> <li>○ Providing data presentations and holding discussions during state level and regional CQI meetings</li> <li>○ Continuing to conduct consultations with workers and supervisors on cases immediately following the case review process</li> <li>○ Exploring and creating opportunity to create bi-directional feedback loops in an effort to facilitate open communication.</li> <li>○ Maintain bi-directional feedback loops that have been established through meetings with internal and external stakeholders</li> <li>○ Continue to provide aggregate data to internal and external stakeholders upon request.</li> </ul> </li> <li>● Continue to promote the use of data in meetings and presentations to encourage discussions and solicit feedback from stakeholders to be used in efforts to improve practice and outcomes.</li> <li>● Monitor the CQI process in Louisiana and make any changes necessary to maintain the integrity of the process.</li> </ul>
Assist in the development, implementation and	<ul style="list-style-type: none"> <li>● Assist the department in the development, implementation and monitoring of its Program Improvement Plan (PIP) to ensure bi-directional</li> </ul>

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<p>monitoring of program improvement efforts.</p>	<p>feedback loops are included that will allow for the dissemination of information to internal and external stakeholders.</p> <ul style="list-style-type: none"> <li>• Assist in the development of Ad hoc/targeted case review processes, surveys and work groups for interventions outlined in the DCFS Program Improvement Plan (PIP).</li> <li>• Assist in the development of data reports for interventions outlined in the DCFS PIP that can be used by DCFS, internal and external stakeholders to assist in decision-making.</li> <li>• Monitor ad hoc/targeted reviews to assist programs in obtaining additional data to be used for problem exploration.</li> <li>• Assist the Court Improvement Program (CIP) in operationalizing the CQI process in interventions outlined in the DCFS PIP.</li> </ul>
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To develop the improvement plan, Louisiana participated in a PIP development pilot led by the Children’s Bureau and the Capacity Building Centers for States and Courts. During a four-day planning session held March 25 through 28, 2019, a group of 68 individuals including representatives from DCFS, DCFS CQI, Louisiana Department of Health, service providers, individual court systems, parents, foster parents, relative caregivers, and youth reviewed the results of the CFSR outcomes, examined root causes, conducted data analysis and developed a theory of change and logic model. The entire planning session was rooted in the principals of the CQI process and allowed those who participated to learn the effectiveness of problem exploration, root cause analysis and bi-directional feedback loops. This collaboration resulted in the development of a program improvement plan including five cross cutting themes: safety and assessment, engagement, workforce development, service array and quality legal representation. Louisiana’s PIP was submitted for approval on April 11, 2019 and was given final approval on May 31, 2019.

**Planned Enhancements for FFY 2020-2024:** DCFS will take measures to sustain its ability to conduct state lead case reviews by continuing to enhance interrater reliability among reviewers, build capacity in team members to serve in QA roles which will allow flexibility in case assignment, and by developing workgroups to explore and recommend improvements to the overall case review process.

The CQI Team will have a strong presence in the implementation and monitoring of the PIP. In addition to conducting case reviews, CQI team members will participate in work groups to assist in the development of surveys and targeted review instruments that will assist the Department in measuring progress in the five cross cutting themes. CQI will play a vital role in assisting the Department in establishing and maintaining bi-directional feedback loops which will be used to disseminate information to internal and external stakeholders regarding the Department’s progress in achieving the goals of the PIP.

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**QA/CQI Update FFY 2021:** DCFS continues to maintain a CQI foundational structure that includes a case review process with secondary oversight by the Children’s Bureau, quality data collection and dissemination as well as active inclusion of internal and external stakeholders to inform feedback loops.

In FFY2021, DCFS continued to utilize the Online Management System (OMS) to conduct cases reviews and to ensure the process meets requirements set forth by the Children’s Bureau. The CQI team conducted quality case reviews, meeting all deadlines during this period despite COVID-19 restrictions for in-person contact and remote work environments. CB Guidance, “CFSR/CQI Processes during the COVID-19 Pandemic” issued May 12, 2020 was used to inform and maintain the quality of the Louisiana case reviews.

The efforts to maintain interrater reliability among reviewers and build capacity in team members continue by conducting quarterly CQI meetings and mock case reviews. The meetings are virtual due to the pandemic. In addition, the CQI team continues to conduct bi-weekly support calls with all CQI team members to share general information regarding case reviews and new policies and procedures as well as holds bi-weekly meetings with its Quality Assurance Team. Bi-weekly meetings provide an opportunity to conduct interrater reliability activities to ensure consistency in case reviews.

The analysis and dissemination of quality data continued during state and regional CQI meetings, through worker and supervisor consultations immediately following case reviews, and through bi-directional feedback loops established through meetings with internal and external stakeholders.

DCFS continued to collect and analyze quality data in FFY. Dissemination continued without any changes in the areas of Case Review exit meetings with workers and supervisors immediately following cases reviews. However, State and Regional CQI Exit meetings change to virtual platforms due to the pandemic did not produce meaningful engagement and information to inform feedback loops. Although DCFS has continued its efforts to maintain bi-directional feedback loops, efforts will continue in the upcoming year to explore ways to improve engagement of internal and external stakeholders to solicit sufficient information from State and Regional CQI Exit meeting to maintain feedback loops.

The DCFS CQI Team continues to assist the department in the development, implementation and monitoring of its Program Improvement Plan. The agency collaborates with the Capacity Building Center, Court Improvement Project/Pelican Center to monitor program improvement efforts. In addition, feedback loops from staff, youth and stakeholders are utilized to ensure information is obtained and disseminated internally and externally. The CQI Team continued to assist in the development of targeted case reviews and surveys for sections of the PIP. In FFY 2021, the CQI Team developed and implemented the case review process for the Child Welfare Assessment and Decision Making (CWADM) initiative. Case Reviews began in PIP Quarter 6 with members of the CQI Team and State Office Program Consultants conducting reviews. Data collected will

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determine the effectiveness of tasks and strategies that implemented through the improvement plan. In addition to CWADM case reviews, the CQI Team disseminated survey data during Regional Exit meetings to fulfill a PIP Engagement goal of informing staff and soliciting feedback.

As previously reported, Louisiana met the PIP goal of developing workgroups for Louisiana's identified interventions outlined in the PIP (Quality Assessments, Workforce Development, Engagement, Service Array and Quality Legal Representation) in November 2019. The workgroups continue to meet to assist in developing processes, interventions and data reports to assist with the internal and external decision making for DCFS. In addition, data collection from the case review process continues to be used to assist in exploring areas needing improvement and operationalizing the CQI process in interventions outlined in the PIP.

DCFS in conjunction with the CB conducted stakeholder interviews with internal and external stakeholders on August 14-15, 2020. The interview groups included Home Development, Legal, Residential Providers and Child Welfare Assessment and Decision Making (CWADM). The interviews afforded stakeholders opportunities to provide feedback on DCFS functioning in the aforementioned area as well as to provide suggestions for program improvement.

The DCFS CQI Team internal workgroups developed to inform the PIP work groups, monitor functions of the CQI unit and determine needed improvements continued to function in FFY 2021. The workgroups along with their purpose and achievements in FFY 2021 are as follows:

- CQI Exit Meetings: To review the procedures for conducting exit meetings with assigned caseworkers and supervisors at the completion a CFSR cases review. To explore ways to strengthen the feedback loop regarding case practice along with promoting quality casework. In FFY 2021, the workgroup revised the forms used in the exit meetings to include space for policy references and to include space for CPS risk and safety discussions consistent with CWADM model.
- CQI Manual: To review all sections of the current CQI manual and determine possible addendums to the manual to be revised at the conclusion of the current PIP. In FFY 2021, the group proposed revisions to the current CQI Manual that would clarify specific items in the case review process. The group recommended the revisions are made at the conclusion of the current PIP.
- CQI Regional Exit Meetings: To explore ways to strengthen the bi annual CQI Regional exit meetings where data and practice trends from CFSR case reviews and targeted case reviews are disseminated to field staff and regional external stakeholder. This workgroup explored and made recommendations for exit meeting presentation formats and well as suggests for case review item for presentation during FFY 2021.
- CQI Reviewer Support Calls: To review the structure of bi weekly support calls and explore ways to ensure the continuation of good interrater reliability discussions and exercises. In FFY 2021, the work group facilitated the support calls by scheduling, developing agenda and leading interrater reliability discussions during bi weekly calls.

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- **Data:** To review data from CFSR cases reviews, lead discussions regarding data during bi-weekly QA/Support calls and disseminate data upon request from various agency programs. In FFY 2021, the Data workgroup facilitated a special case review project and disseminated data to the My Community Cares to explore service provision in specific ZIP codes in the pilot parishes.
- **Engagement:** To support the PIP Engagement workgroups through participation and providing feedback from engagement surveys conducted by Case Reviewers. To explore ways to improve engagement with field staff in an effort to improve feedback loops. In FFY 2021, the workgroup analyzed and prepared data reports for inclusion in Regional Exit meetings.
- **Policy:** To review new and updated agency policies regarding practice changes. To conduct policy presentations with the CQI Team. In FFY 2021, the workgroup conducted monthly policy presentations during CQI Team meetings.
- **Safety Assessment:** To support the PIP Assessment workgroup through participation and the development of the new PIP safety assessment. To serve as a liaison with the PIP Assessment workgroup and the CQI Team in an effort to ensure the CQI Team is knowledgeable of all portions of the initiative and in preparation of conducting safety assessment targeted case reviews. In FFY 2021, members of this workgroup served as Change Champions for the CQI Team and members of the CWADM workgroup.
- **Service Array:** To support the PIP Service Array, My Community Cares projects in the four pilot parishes. To serve as internal stakeholders during community meetings by attending meetings, conducting surveys, providing CFSR data presentations and to develop and maintain the feedback loop with external stakeholders. To assist the Court Improvement Program in the development of tools to measure the effectiveness of the My Community Cares projects in each region. Members of this work group continued to attend and participate in community activities in the assigned pilot parishes during FFY 2021. DCFS collected analyzed and disseminated data monthly for discussion at the four MMC meetings.
- **Supervisor Consultation:** To review the current consultation modules used by CQI consultants in the Supervisor Consultation program. To rewrite all modules to reflect implementation of PIP strategies, CFSR data trends and policy changes when appropriate. In FFY 2021, the work group revised the Safety module to include the new CWADM model. The group provided training of all six modules to the CQI Team during this period.

**QA/COI Activities Planned FFY 2022:** DCFS will continue efforts to enhance the QA/CQI system and further assist in the development, implementation and monitoring of the program improvement process. In FFY 2022, emphasis will be placed on exploring new ways to engage staff on all levels as well as external stakeholders in an effort to increase active participation in CQI State and Regional Exit Meetings.

CQI workgroups will continue to share information, monitor the functions of the CQI unit and to provide feedback regarding areas needing improvement. DCFS/CQI will continue to be an instrumental part of the PIP process in assisting with the development of processes, interventions and data reports to assist in the DCFS decision making.

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**QA/CQI Update FFY 2022:** The DCFS continued to maintain a CQI foundational structure that includes a case review process with secondary oversight by the Children’s Bureau, quality data collection and dissemination as well as active inclusion of internal and external stakeholders to inform feedback loops during FFY 2022.

The CQI Team continued to utilize the Online Management System (OMS) to conduct case reviews in an effort to ensure the review process meets requirements set forth by the Children’s Bureau. The state continues to use a 6-month review period using a statewide simple random fixed sample to select cases for review.

The Team has continued to enhance its interrater reliability among reviewers by conducting regular quarterly CQI meetings with mock case reviews. The CQI Team also used the information shared with the state by the Regional Federal Team through the Secondary Case Review Oversight process as a means to improve interrater reliability. The CQI Quality Assurance Team has also continued its biweekly meetings. These meetings continue to provide an opportunity to conduct interrater reliability to activities to ensure consistency in cases and to share information regarding case reviews.

In FFY 2022, the analysis and dissemination of quality data continued during regional CQI meetings, through worker and supervisor consultations immediately following case reviews, and through bi-directional feedback loops established through meetings with internal and external stakeholders.

The collection, analysis and dissemination of quality data continued in FFY2022. There continued to be no changes for this reporting period in the area of Case Review exit meetings with caseworkers and their supervisors immediately following cases reviews. These exit meetings allows the CQI Team members and field staff to have detailed discussions regarding the quality of practice and what improvements may be needed. Although Regional CQI meetings continued and remained virtual during the FFY 2022, DCFS restructured its data distribution meetings. The new Statewide Regional meetings were scheduled for January, April, July and October. During the months of January and July, the results of statewide and region specific program data was disseminated to regional staff and invited stakeholders. The content of these meetings includes data regarding Family Team Meetings, Extended Foster Care, Engagement Surveys, Supervisor Surveys, Transitional Youth, Timely Permanency and Protective Service Review Team (“Due Process Unit”). In the April and October meetings, CQI presented the results of the CFSR case reviews as well as data from the Child Welfare Assessment and Decision-making adhoc case reviews. The new structure is providing more opportunities for participation and in-depth discussion regarding practice and root-cause analysis while also enhancing the state’s bi-directional feedback loops among staff and external stakeholders.

The DCFS CQI Team continued to assist the department in the development, implementation and monitoring of the Program Improvement Plan through its completion as well as the area where continued monitoring is required. In FFY 2022, The CQI Team continued to assist in the development and implementation of targeted case reviews and

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surveys for sections of the PIP as well as participated in workgroups in an effort to ensure a CQI foundational structure was included in all areas of the plan.

CQI internal workgroups continued in their functions in FFY 2022 with some groups being combined or terminated as the PIP ended. The workgroups that remain are reassessing their functions and purpose as the Team prepares for Round 4 of the CFSR. The remaining workgroups are CQI Exit Meetings, CQI Manual, CQI Reviewer Support Calls, Data, Policy, and Supervisor Consultation. The CQI Regional Exit Meeting group was combined to the Exit Meeting group. This new workgroup will explore ways to enhance exit meetings with caseworkers and supervisors as well as working to improve the content and bi-directional feedback loops at the new Statewide Regional Meetings in April and October.

In FFY 2022, the CQI Team assisted the DCFS in the development and implementation of the state's Qualified Residential Treatment Program and is currently working on the development of the state's Family First Prevention Services plan. The Team's focus in these programs is to ensure that the programs include a CQI foundational structure that allows for measureable outcomes and feedback communication on all levels.

**QA/CQI Activities Planned FFY 2023:** The DCFS will continue efforts to enhance the QA/CQI system and further assist in the development, implementation and monitoring of the state's programs. In FFY 2023, emphasis will be placed on assisting the DCFS in the area of improving stakeholder involvement with a focus on stakeholders with lived experience. CQI will continue to explore new ways to increase active participation in Exit and Data meetings to obtain feedback to assist in the DCFS decision-making.

**QA/CQI Update FFY 2023:** The DCFS continued to maintain a CQI foundational structure that includes a case review process with secondary oversight by the Children's Bureau, quality data collection and dissemination as well as active inclusion of internal and external stakeholders to inform feedback loops during the first half of FFY 2023. The DCFS underwent organizational restructuring during the FFY 2023 in an effort to improve and optimize its current practice. The Agency conducted hiring fairs statewide, implemented new programs and processes, temporarily ceased CWADM case reviews and entered into a contract with Public Consulting Group (PCG) to complete Louisiana's federal case reviews. In doing so, the Agency's most experienced staff were reassigned to assist the front line workers through consultation and on-the-job training. These changes were implemented to align with the Agency's commitment to improving outcomes for the families it serve. The DCFS CQI team changed structure and size during this restructuring. The CQI Team Structure now consists of one Child Welfare Manager 2, one Child Welfare Manager 1, and 6 consultants who share CQI and Planning responsibilities. The DCFS continues to be fully committed to ensuring a full CQI process and is continuing to work to ensure that even with the transition to a contract CFSR review team, the DCFS will be invested in key components of the CQI process (i.e. case review, data collection and analysis, dissemination of data, and ensuring a feedback loop).

In the First half of FFY 2023, the CQI Team continued to utilize the Online Management System (OMS) to conduct case reviews in an effort to ensure the review process meets

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requirements set forth by the Children's Bureau. The state continued to use a 6-month review period using a statewide simple random fixed sample to select cases for review. The DCFS completed one 6 month review period for FFY 2023. Since contracting out the CFSR review process, the contract vendor continues to utilize the OMS system for case entry and is utilizing the Round 4 materials in preparation for the Round 4 of the CFSR. At this time, Louisiana intends to conduct a State Led CFSR for Round 4. The plan is to utilize contract review staff for the review and QA process of the cases with Louisiana CQI team serving as Oversight Reviewers to ensure proper oversight of the reviews prior to sending the cases on for Federal Oversight review. For the RP2 2023, Louisiana has followed this structure and provided close oversight of the reviews to ensure the contract reviewers are applying the CFSR instrument as intended. There is ongoing communication between the contractor and Louisiana CQI staff related to oversight of cases reviews, including interviews of key case participants, quality and content of the information provided in the main reason statements, and feedback on application of each item based on case circumstances.

In an effort to ensure readiness to conduct a State Led CFSR for Round 4, the CQI Team has continued to enhance its interrater reliability among the state CQI team and contract reviewers by conducting quarterly CQI meetings with mock case reviews. The CQI Team also used resources provided by the Children's Bureau including the National Call Series, Round 4 Resources, and the E-Learning platform to continue to reinforce interrater reliability. The CQI Team has also continued its biweekly meetings. These meetings continue to provide an opportunity to conduct interrater reliability activities to ensure consistency in cases and to share information regarding case reviews.

The contract agency has developed a Standard Operating Procedures manual that ensures the CQI case review processes and procedures and the process of individual exits will continue. The DCFS is in the process of updating the CQI Manual to reflect that the CFSR review processes will be handled by contract staff and that there will be a joint effort by state CQI staff and contract staff to cover all aspects of the CQI process in the contract SOP and CQI Manual and ensure cohesiveness in the CQI process and procedures.

In the first part of FFY 2023, the analysis and dissemination of quality data continued in regional CQI meetings, through worker and supervisor consultations immediately following case reviews, through providing quantitative and qualitative data reports, and through bi-directional feedback loops established through meetings with internal and external stakeholders. In FFY 2023, the importance of stakeholder involvement related to persons with lived experience was emphasized in meetings with leadership and regional management and through interactions with the agency's Diversity, Equity, Inclusion, and Belonging unit.

The collection, analysis and dissemination of quality data continued in FFY2023. There were no changes for the first half of the FFY2023 reporting period in the area of case review exit meetings with caseworkers and their supervisors immediately following cases reviews. These exit meetings allow the CQI Team members and field staff to have detailed discussions regarding the quality of practice and what improvements may be needed.

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Although Regional CQI meetings continued and remained virtual during the first half of FFY 2023, the DCFS restructured its data distribution meetings. The new Statewide Regional meetings were scheduled for January, April, and July. Data for October was shared through email communication as the agency worked on the restructure of the CQI unit. During the months of January and July, the results of statewide and region specific program data was disseminated to regional staff and invited stakeholders. The content of these meetings includes data regarding Family Team Meetings, Extended Foster Care, Engagement Surveys, Supervisor Surveys, Transitional Youth, Timely Permanency and Protective Service Review Team (“Due Process Unit”). In the April meetings and October emails, CQI provided the results of the CFSR case reviews as well as data from the Child Welfare Assessment and Decision-Making adhoc case reviews. The goals of the data meetings is to ensure opportunities for participation and in-depth discussion regarding practice and root-cause analysis while also enhancing the state’s bi-directional feedback loops among staff and external stakeholders. The agency is continuing to explore and develop the process and feedback loop with contractor involvement in the process.

In FFY 2023, the CQI Team continued to maintain a feedback loop by utilizing data from the CFSR reviews during quarterly meetings with the Pelican Center to provide data to the Court Improvement Projects. At the quarterly meeting in April 2022, a deep dive into data from several CFSR review periods occurred and trends in data were shared with the group. Discussions from that data resulted in action being taken related to the issue with a lack of a birth certificate delaying the termination process. Agency Program staff and members of CIP made contact with Department of Health and Hospitals to discuss a liaison between Vital Records and the DCFS to assist in expediting the process of receiving birth certificates.

In FFY 2023, The CQI Team continued to assist in the development and implementation of targeted case reviews as well as participation in workgroups in an effort to ensure a CQI foundational structure was maintained. CQI internal workgroups continued in their functions in FFY 2023. The workgroups in place are continuing to establish their functions and purpose as the team prepares for Round 4 of the CFSR. As the CQI experienced some changes, the need and function of workgroups were reassessed. The remaining workgroups are CQI Exit Meetings, CQI Manual, CQI QA Support Calls, and Data Analysis. A new workgroup was formulated to identify and engage stakeholders within the agency who can be active members in the CQI process. The Stakeholder workgroup is working on identifying stakeholders from varying backgrounds and experiences to begin engaging in conversation about agency practices and ideas for improvement.

In FFY 2023, the CQI Team assisted in the development of the state’s Family First Prevention Services Act plan. The Team’s focus in these programs is to ensure that the programs include a CQI foundational structure that allows for measureable outcomes and feedback communication on all levels. The CQI team has met with leadership and contract vendors who are assisting with the writing of the FFPSA plan in the development of a full CQI process, including a rigorous evaluation for the supported program.

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Based on identified areas needing attention from Statewide Indicators provided, the CQI team began targeted reviews of cases in FFY 2023. These targeted case reviews are to assess Placement Stability with the current focus being on the reasons for placement changes within the first 30 days which is where the highest percentage of placement changes seem to occur. The results of the first full review cycle are currently being vetted and a report will be developed and information presented to the regions.

Although the structure of the CQI unit has changed, the DCFS has continued the following actions to ensure the maintenance of the QA/CQI system.

<b>2023 Action Steps</b>	
<p>Maintain and enhance the QA/CQI system.</p>	<ul style="list-style-type: none"> <li>• Maintain Louisiana CQI foundational structure by:               <ul style="list-style-type: none"> <li>○ Beginning the use contract staff to conduct CFSR Case reviews</li> <li>○ Continuing the use of a CQI team to conduct oversight reviews of CFSR case reviews completed by contract staff.</li> <li>○ Continuing the use of a CQI team to conduct targeted reviews for identified areas of need.</li> <li>○ Continuing a case review process that meets all requirements as set forth by the Children’s Bureau.</li> <li>○ Continuing the use of state and regional level CQI committees to ensure information is exchanged between stakeholders and staff.</li> </ul> </li> <li>• Assist in the development and monitoring of ad hoc/targeted reviews to assist programs in obtaining additional data to be used for problem exploration.</li> <li>• Maintain a quality, data collection system that meets all requirements for the case review process.</li> <li>• Continue on an ongoing basis to enhance interrater reliability in the case review process through mock exercises including contractor staff, ongoing trainings provided by the CB, and biweekly support calls.</li> <li>• Continue to provide analysis and dissemination of quality data through:               <ul style="list-style-type: none"> <li>○ Providing data presentations and holding discussions during state level and regional CQI meetings</li> <li>○ Continuing to conduct consultations with workers and supervisors on cases immediately following the case review process through</li> <li>○ Exploring and creating opportunity to create bi-directional feedback loops in an effort to facilitate open communication.</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>○ Maintain bi-directional feedback loops that have been established through meetings with internal and external stakeholders</li> <li>○ Continue to provide aggregate data to internal and external stakeholders upon request.</li> <li>● Continue to promote the use of data in meetings and presentations to encourage discussions and solicit feedback from stakeholders to be used in efforts to improve practice and outcomes.</li> <li>● Continue to participate in stakeholder meetings related to the CQI process including CIP (Court Improvement Program) meetings.</li> <li>● Monitor the CQI process in Louisiana and make any changes necessary to maintain the integrity of the process.</li> </ul>
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**QA/CQI Activities Planned FFY 2024:** The DCFS will continue efforts to enhance the QA/CQI system and further assist in the development, implementation and monitoring of the state’s programs. The DCFS will continue to assess the procedures of contract staff who are completing case reviews to determine their growth in the review process and the effect of the overall CQI process and determine if additional guidance and training is needed to ensure that the quality of reviews are meeting expectations. In FFY 2024, continued emphasis will be placed on assisting the DCFS in the area of improving stakeholder involvement with a focus on stakeholders with lived experience and those from diverse backgrounds. The CQI unit will continue to explore new ways to increase active participation in Exit and Data meetings to obtain feedback to assist in the DCFS decision-making. The DCFS CQI team will continue work on updating the CQI Manual to address the changes to the CQI structure and responsibilities of each party. The DCFS CQI unit will ensure the CQI process is utilized in the monitoring and implementation of the Family First Prevention Plan through reviews of performance and fidelity to the model by evaluating program documentation, evaluating program model review documentation at identified junctures, review of any program improvement required to implement, and through a rigorous evaluation of the “supported” program. Louisiana will use a combination of case record reviews; interviews with parents/caregivers, the DCFS staff and providers; and surveys administered to program participants to inform the CQI process. In preparation for the Statewide Assessment, Louisiana will continue building the stakeholder base to ensure inclusion of stakeholders from a variety of backgrounds, including those with lived experience, tribes, and local providers. The focus of ongoing CQI Regional meetings will be inclusion of more local stakeholders from the region to create a more effective feedback loop. Work will continue in the development of questions for focus groups to include guidance provided by “Assessing Systemic Factor Functioning: Using Data and Evidence” to ensure deeper analysis of the agency’s functioning through exploration of stakeholder perspectives. Louisiana will continue to meet regularly with the Capacity Building Center for States to work on preparations for the Statewide Assessment.

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**E. STAFF AND PROVIDER TRAINING:**

The Louisiana Department of Children and Family Services (DCFS) is committed to supporting a competent, stable workforce as a top priority. Through the Louisiana Child Welfare Training Academy (LCWTA) strategic partnership involving DCFS, the Louisiana Universities Alliance, and the Pelican Center for Children and Families, Louisiana continues to expand the resources available to support child welfare training and workforce development. The LCWTA is committed to aligning and maximizing human, fiscal, technological, and programmatic resources to support high quality training and professional development of students, staff, foster parents, kinship caregivers, adoptive parents, providers, legal stakeholders, and other key community partners and working closely with DCFS staff to advance critical child welfare workforce investments. This includes supporting initial and on-going training and professional development of DCFS child welfare staff, foster and adoptive parents and providers as well as expanding training and professional development opportunities for legal stakeholders, law enforcement, students, and other key partners.

Two contributing factors altered the way training was conducted and evaluated during the 2019-2020 fiscal year. During this period of time, DCFS and LCWTA staff began the process of conducting registration and evaluation of training through the LCWTA online learning management system (LMS) regardless of training course format. This was done to ensure consistent and reliable reporting of participation and evaluation data. Secondly, training formats were shifted dramatically from previous years due to the COVID-19 pandemic. Prior to March of 2020, trainings were conducted through in-person formats for specific trainings, and self-paced trainings through the online LMS system for others. Beginning in March of 2020, all in-person trainings were cancelled or postponed. DCFS and LCWTA staff began moving all in-person courses to synchronous virtual courses hosted through the LCWTA LMS utilizing Zoom sessions. Training numbers decreased in some categories from previous years due to cancellations and postponements, however DCFS and LCWTA staff were able to successfully convert all courses to virtual synchronous and asynchronous formats by June 30<sup>th</sup>.

Due to this conversion of training, evaluations were standardized to increase the ability to compare current and future training outcomes. In past years, evaluations differentiated between user types (staff, foster/adoptive caregivers, and community partners) in terms of wording. Beginning in July of 2019, evaluations were differentiated by training type, either in-person or online trainings. The format of the evaluations are five (5) questions for online trainings and ten (10) questions for in-person trainings, termed instructor led trainings.

Some highlights illustrating the functioning and expanded investments in Louisiana's child welfare training and workforce development system in the last year include:

- 175 new staff who confirmed the training provided them with knowledge and skills needed to meet their responsibilities.
- Participation in the Program Improvement Plan (PIP) development and implementation, resulting in additional training programs being developed and implemented in SFY's 2019-2020 and 2020-2021 including multiple Child Welfare

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Assessment and Decision Making courses, Elements of Engagement Simulation, and New Supervisors Capacity Building Program. This included development of in person courses/programs and virtual adaptations.

- As a result of the pandemic, DCFS and LCWTA staff quickly acquired additional skills in offering virtual, interactive online trainings and worked quickly to convert trainings so that necessary trainings could still be offered. To date, all mandatory PIP and new worker orientation trainings have been provided and the same number of trainings were offered last year despite a brief period of time that trainings were not offered. In the first quarter of calendar year 2021, over 300 trainings have been provided.
- Multiple additional programs/courses adapted and/or created and offered virtually to meet learning and development needs. The learning and development team's knowledge and skills in providing interactive learning experiences in multiple formats expanded exponentially in SFY's 2019-2020 through SFY 2020-2021.

**The University Alliance (UA)**: in partnership with the LCWTA, the Pelican Center and DCFS, has greatly expanded its capacity to carry out the mission of supporting a competent, stable workforce as it relates to recruitment, retention, learning, and infrastructure. The UA made additional key personnel investments. In June of 2020, Jennifer Luna, MPA resigned from her position as the Project Operations Coordinator. The position was re-conceptualized as the Project Support Specialist. Polly Boersig, MA was hired in the conceptualized position. Northwestern State University, the lead university, is expanding its research capacity by collaborating with DCFS for the distribution and analysis of statewide surveys. Three initial surveys were conducted, and findings were disseminated through technical reports. In SFY 2020-2021, NSU hired a Research Coordinator to help carry out research and evaluation projects throughout the state.

- The UA has gathered and completed initial analysis of data on Child Welfare Scholars from the last 10 years to inform recruitment and retention efforts. They are examining data to inform the goal of developing targeted scholar positions for key regions and parishes. With the assistance of UA statewide staff and DCFS Human Resource partners, the first validated and dynamic data set pertaining to stipend recipients was developed and set up for bi-weekly updates. This has allowed statewide staff the ability to begin data analysis of the effectiveness of the Scholars program.
- UA staff began assisting DCFS with conducting PIP related surveys including engagement surveys with various DCFS stakeholders and staff. UA staff initiated the Community of Practice model with scholars due to the COVID-19 stay-at-home orders. This allows for a focus on retention and training strategies to better prepare students to become child welfare professionals.
- Louisiana continues to utilize a competency-based screening and selection process to select Title IV-E Child Welfare Scholars and new child welfare employees. Scholars for 2020-2021 were screened to determine if they could perform the essential duties of the child welfare specialist position. Additional screening measures are being developed to increase goodness-of-fit. In SFY 2019, 33 scholars were recruited into the program and completed internships with DCFS; 27 were hired by DCFS. In SFY 2020, 35 scholars were recruited and completed internships with DCFS, however only 26 were hired. Three students declined a position due to COVID-19 related fears. SFY

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- 2021 is projected to have 44 students completing internships with DCFS. In all three years, the recruitment goal of a five percent increase in the number of scholars was met.
- UA and LCWTA leadership began planning investments towards expanding the Employee Educational Support Program, which provides tuition dollars for employees wanting to work towards the MSW. Decisions were made to fund 11 continuous employee scholar spots at LSU, 8 at GSU, and 5 at SUNO. GSU notified University Alliance staff that they had been approved for and were developing an Online MSW program, which will allow more employees across the state with opportunities to work towards the MSW degree.
  - GSU developed the first University Alliance invested certificate program by creating an 18 hour (for college credit) Advanced Supervisory Certificate Program. The certificate program was submitted to the Louisiana University System for approval in July of 2020.
  - Southern University at Baton Rouge created a child-welfare simulation lab and developed curriculum to be offered for training new and existing workers.
  - Work has begun to realign university child-welfare course offerings for greater continuity and development of the Louisiana Child Welfare workforce.
  - The scholars program continues to support and refine the Child Welfare Employee MSW Educational Support Program. Since its initiation in 2017, 16 employees have obtained their MSW's through the program as of June 30, 2020. Through May 2021, 22 employees total will have obtained their MSWs through the program.
  - DCFS staff facilitated greater participation of employees in Title IV-E Child Welfare Scholar (aka Stipend) Support Groups. Participants report finding great value in the groups and often seek to participate beyond their first three years of employment.
  - UA staff initiated Child Welfare Scholar Community of Practice groups in spring 2020, using Zoom and Microsoft Teams to connect child welfare scholars across the state in shared learning and support, particularly in response to the COVID-19 stay at home orders. To ensuring learning continued during the COVID-19 pandemic, LCWTA staff worked with University Alliance staff to incorporate the Community of Practice sessions into the Learning Management System, as well as to set up accounts for scholars and university BSW and MSW students to utilize training courses to support learning in field settings. This led to an increase in the number of LMS users (376).
  - Southern University of New Orleans is developing an Intra-professional Certificate Program to support effective practice with children and families across multiple disciplines.
  - The LCWTA initiated a restructuring process to improve the ability of the training academy to meet the growing needs of the child welfare system and to ensure the resources are in place to achieve the overall strategic plan goals. This restructuring included revising job descriptions for the positions of Digital Media Manager, Learning and Instructional Development Specialist, and Associate Director of Learning and Development. The new Associate Director of Learning and Development began in the summer of 2020. The Title IV-E Program Manager and new Research Associate at Northwestern State University have assumed the data and analytics functions of LCWTA and will work closely with the Associate Director to expand evaluative capacities of the Academy and support transfer of learning. Specialized learning and instructional development expertise, leadership, and support are currently being

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- provided by an experienced team of people collaborating with LCWTA through contract.
- With support from LCWTA/University Alliance, DCFS added three On the Job/Transfer of learning consultants to facilitate on-boarding, on the job training, shadowing, and support of new staff.
  - The LCWTA and DCFS continues with a partnership with the Center for Adoption and Support (C.A.S.E.) and the Children’s Bureau to be a part of The National Adoption Competency Mental Health Training Initiative (NTI). This partnership will enable child welfare staff to participate in a state of the art, web-based adoption training program. The training includes eight interactive learning modules and additional modules for supervisors. The initiative was designed to enhance the worker’s skills in trauma informed care, addressing behavioral and mental health needs of children in care, ability to promote stability and permanency for children and increasing understanding of the complexities of adoption, kinship care arrangements and guardianships. The LCWTA worked with NTI to get the training modules formatted to fit with the academy’s Learning Management System (LMS) so that workers can register, take pre/post-test and be tracked through the system. Louisiana is collaborating with N.T.I. and C.A.S.E. to initiate implementation of the promising evidence-based Training in Adoption Competency (TAC) for the mental health provider community, with Louisiana lead trainers being identified to participate in TAC Train the Trainer sessions in May 2021 and preparing to launch first cohort by September 2021.
  - The Pelican Center Board of Directors and Community Partners participated in a three-day training “Undoing Racism/Community Organizing” an international training facilitated by the People’s Institute for Survival and Beyond. This workshop helped the participants develop a common definition of racism and an understanding of its different forms: individual, institutional, linguistic and cultural, all with an intent of informing the board leaders and community partners of our obligation and opportunity to create an “anti-racist” child welfare system.
  - Post-” Undoing Racism”, the Pelican Center Training and Education Committee and LCWTA have developed training curricula around topics of disproportional minority representation in child welfare, culturally affirming care of foster children, cultural consciousness and more.
  - The Pelican Center and DCFS under the Program Improvement Plan have created *My Community Cares* programs in each of the four pilot parishes. This program is grassroots and community based. Community leaders partner with service providers, members of the judiciary, business community leaders, etc. to help respond to the needs of the families in the zip codes where the child welfare data is most problematic. The response and engagement from the members of each *My Community Cares* team has been encouraging, as they have been empowered to become part of the solution building that our children and families need.
  - External partners, including Plummer and Annie E. Casey, have complimented the DCFS/LCWTA team on its exceptional level of professionalism, customer service, and quality in creation and support of quality learning experiences.

**LMS Users:** The following chart shows a breakdown of users by type coded by the LMS system. DCFS staff, Foster/Adoptive Caregivers, and Foster Pre-Service users are

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automatically enrolled into the LMS system by region. All other users are self-enrolled or are staff assisted with enrollment into the LMS system. Enrollments during 2019-2020 increased due to changes in legislation for mandatory reporters as well, an increase in the number of trainings and potential trainees, as well as the COVID-19 pandemic, which caused an influx in the number of students who self-enrolled.

<b>Completion of Trainings by User Type</b>		
<b>Classification</b>	<b># of Users by Type</b>	<b>Trainings Completed by User Type</b>
Foster/Adoptive Caregiver	4,476	19,122
Mandatory Reporter	4,307	4,308
Other	2,791	2,878
DCFS Staff	1,306	8,754
Students	361	366
CASA	124	192
Community Partner	91	124
Law Enforcement	72	70
Foster Pre-Service	68	68
Non-Staff Employee	19	19
Judicial	11	11
WAE	2	2
University Alliance	1	1
<b>Total</b>	<b>13,629</b>	<b>35,915</b>

*For the purpose of analysis, all user types are considered community partners except for DCFS staff and Adoptive/Foster Caregivers.*

<b>Overall of Trainings Provided 2019-2020 (Captured by the LMS)</b>								
<b>Overall Training by Course and Classification</b>								
Category	Training	Hours	Total Participants	Total Completed	Louisiana DCFS Staff	Louisiana Foster/ Adoptive Caregivers	Community Partners	Total Hours Awarded
A Journey Home	Journey Home Pre-Service Kinship Training	6.00	N/A*	131	0	131	0	786
	Regular Certification A Journey Home	3.00	7	1	0	1	0	3
Bullying	Bullying 101	0.75	801	718	98	576	44	538.5
	Bullying 201	0.75	341	333	0	333	0	249.75
Legal/ Courtroom Simulation	Child Welfare Legal	5.00	15	12	12	0	0	60
	How to Give Effective Courtroom Testimony	1.00	176	148	148	0	0	148
	Courtroom Simulation Lecture	6.00	30	17	17	0	0	102
	Courtroom Simulation Lab	6.00	25	13	13	0	0	78
Child Welfare	Child Welfare Support and	5.00	71	51	51	0	0	255

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Supervisor Support and Capacity Building Program	Capacity Building Kickoff and Orientation for Managers							
	Child Welfare Support and Capacity Building Program Module 1- Preparing for Supervision-Transit	11.00	43	35	35	0	0	385
	Child Welfare Support and Capacity Building Program Module 2-Building Your Team	12.00	43	0	0	0	0	0
	Child Welfare Support and Capacity Building Program Module 6- Supervising as Leaders in the Age	12.00	38	0	0	0	0	0
	Manager & Supervisor Training Information	9.50	9	8	8	0	0	76
	It's a Wonderful Team 0 Supervisor/Manager Training	9.50	8	4	4	0	0	38
Drug Screening and Testing	DCFS Caseworker Training – Drug Screening & Testing Process	0.75	82	60	60	0	0	45
	DCFS Clerical and Admin Training – Drug Screening & Testing Process	0.75	23	14	14	0	0	10.5
Engagement	Engagement in the Family Team Meeting Process	.500	1006	969	969	0	0	503
	Engaging Families for Co-Parenting	2.00	276	184	184	0	0	368
General Trainings	Care Setting Preservation	0.75	123	96	96	0	0	72
	Indian Child Welfare Act	1.50	195	178	163	0	15	267
	Integration Audits for Access	2.00	301	168	168	0	0	336
	Keeping Youth TECHnically Connected	1.00	21	20	0	20	0	20
	Kids and Substance Abuse	1.00	782	729	171	523	35	729
	Louisiana Kinship Navigator	1.00	339	318	111	207	0	318

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Maximizing the Power of Adolescence	1.50	810	737	186	516	35	1105.5
Opening Doors: Working With LGBTQ Children, Youth, and Families in Child Welfare	1.00	364	327	155	144	28	327
One Heart can Make a Difference: Impacting Lives through Dynamic Service Excellence	1.75	432	285	200	0	85	498.75
Permanency Training	12.50	41	37	37	0	0	462.5
Prevention Training	4.50	46	10	10	0	0	45
Removed: Part 1	0.50	N/A*	784	59	106	619	392
Removed: Part 2	0.50	N/A*	497	45	80	370	248.5
Social Work Ethics	3.00	333	265	265	0	0	795
The Connected Child	3.00	1081	695	17	678	0	2085
The Developmental Disabilities Service System	0.50	374	300	77	197	26	150
The Power of Connection: How Resources Families can Support Adolescents through COVID-19	1.25	159	149	36	113	0	186.25
Transportation Assistance	0.25	64	54	54	0	0	13.5
Thrive: A normalcy Training	3.00	N/A	58	58	0	0	174
TBRI-Intro and Overview	5.00	75	75	75	0	0	375
Trauma Behavioral Health Screen	0.75	67	58	58	0	0	43.5
Trauma Informed Care	9.25	45	29	29	0	0	268.25
Understanding and Managing Behavior: An ABA Approach	0.50	961	842	65	654	37	421
Understanding Girls: Attachment	1.00	416	324	0	303	21	324
Understanding Girls: Girls and Emotion	1.00	99	94	0	91	3	94
Understanding Girls: Impact to the Caregiver	1.00	69	66	0	64	2	66
Understanding Girls: Relational Aggression	1.00	59	58	0	56	2	58

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	Understanding Girls: Sexuality	1.00	43	43	0	42	1	43
	Using Media Effectively with Young Children & Virtual Visualization Part 1: Virtual Communication with Youth Children	1.00	223	203	47	156	0	203
	Using Media Effectively with Young Children & Youth Visitation Part 2: Using Media Play with Youth Children	1.00	142	127	36	91	0	127
Mandatory Trainings	Assessing Safety in Child Welfare	1.00	1188	1167	1167	0	0	1167
	Caring for LGBTQ+ Youth	3.00	64	54	54	0	0	162
	Cultural Compassion: Addressing Implicit Bias Part 1	0.50	1209	1002	170	753	79	501
	Cultural Compassion: Addressing Implicit Bias Part 2	0.50	226	215	42	158	15	107.5
	Culturally Affirming Care	3.00	77	58	58	0	0	174
	Culture Clash	1.50	499	431	59	348	24	646.5
	Domestic Violence and Child Welfare	5.00	193	104	104	0	0	520
	Instructor-Led Blood borne Pathogens	1.00	62	52	52	0	0	52
	CPR Refresher	0.50	4630	2664	49	2496	1	1332
	Family Search and Engagement	5.75	N/A*	109	109	0	0	626.75
	Human Trafficking 101	0.75	1282	1173	185	943	45	879.75
	Human Trafficking in Louisiana: Arm Yourself with the Facts	3.00	51	51	51	0	0	153
	Mandatory Reporter Training	1.50	12460	10466	227	2803	7306	15699
	Medication Management	0.50	4579	2735	0	2609	0	1367.5
	Physical Indicators of Child Maltreatment	6.00	143	96	96	0	0	576
	Planful Transitions	6.00	279	207	207	0	0	1242
	Quality Matters: Quality Contacts	2.50	262	184	184	0	0	460
Separation and Placement	12.00	131	88	88	0	0	1056	
Working with LGBT Youth	1.50	399	373	193	141	39	559.5	

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	Worker Safety	6.00	59	42	42	0	0	252
QPI	Icebreakers	0.50	279	254	0	240	14	127
	Parent Perspective	1.75	457	390	39	341	10	682.5
	Putting Parenting First	2.00	119	96	96	0	0	192
Safety	Car Seat Safety	0.75	499	470	51	411	8	352.5
	Infant Tragedy in the Backseat	0.50	265	247	49	189	9	123.5
	Safe Sleep, Reducing the Risk of SIDS and SUDS	0.75	4749	2861	81	2606	48	2145.75
Support Groups	CENLA Foster Parent Support Group	2.00	19	19	0	19	0	38
	Child Welfare and COVID 19	1.00	308	174	174	0	0	174
	Foster Parent Grief	2.00	15	11	0	11	0	22
	IV-E Stipend Support Group	6.00	101	65	65	0	0	390
Child Welfare Assessment and Decision Making	Child Welfare Assessment and Decision Making Overview	1.50	988	941	941	0	0	1411.5
	Child Welfare Assessment and Decision Making	2.00	438	293	293	0	0	586
	Child Welfare Assessment and Decision Making Trainers & Practice Champions	6.00	60	44	44	0	0	264
	Train the Trainer: CWADM Advanced	8.25	31	30	30	0	0	247.5
New Worker Training	New Child Welfare Worker Orientation Week 1	24.00	73** (173)	62	62	0	0	1488
	Structured Activities Week 1	20.00	231	20	20	0	0	400
	New Child Welfare Worker Orientation Week 2	25.00	74** (153)	60	60	0	0	1500
	Structured Activities Week 2	20.00	242	15	15	0	0	300
	New Child Welfare Worker Orientation Week 3	25.00	92** (163)	78	78	0	0	1950
	Structured Activities Week 3	20.00	236	12	12	0	0	240
	New Child Welfare Worker Orientation Week 3 Program Transfer	18.00	61**	44	44	0	0	792
	Structured Activities Transfer Week 3	20.00	158	2	2	0	0	40

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QIC-WD	QIC-WD: Case Review Instrument	0.75	25	21	21	0	0	15.75
	QIC-WD: Teaming Specialists Week 1 Orientation	16.00	3	1	1	0	0	16

*\*Due to an unknown issue, participation statistics were not recorded for some trainings. During the 2019-2020 time-period, participation statistics (participation and pre-/post-test data) and evaluation data were recorded in separate files. This was modified for the 2020-2021 fiscal year to improve accuracy of recording data. While participation statistics do not occur for three (3) trainings, evaluation data was recorded. For evaluations to be completed, the course must first be passed with a minimum passing score on a post-test which means the course was complete.*

*\*\*Due to an unknown issue, some participation statistics were not recorded for some participants. While participation statistics do not occur for some participants, evaluation data was recorded. For evaluations to be completed, the course must first be passed with a minimum passing score on a post-test which means the course was completed. The participation statistics were manually corrected to match the number of evaluations. The number noted in parentheses is the higher of the two numbers.*

<b>Overall of Trainings Provided 2019-2020 (Not Captured by the LMS*)</b>				
<b>Training</b>	<b>Hours</b>	<b>Total Participants</b>	<b>Total Completed</b>	<b>Total Hours Awarded</b>
FATS/ACCESS/TIPS	5	11	11	55
Fundamentals of CINC 101	6	11	11	66
Journey Home Pre-Service Kinship Training	6.00	508	508	3048
Journey Home: Regular Certification	3.00	829	829	2487
Knowing Who We Are	**	89	89	**
Prevention Training Team - BR	4.5	11	11	49.5
LA State/Regional QPI	6.5	60	60	390
Safety Decision Making	6	74	74	444
Supervisors Support Group	3	16	16	48
Supporting Transition	**	26	26	**
Targeted Recruitment Plans	3.5	21	21	73.5
TBRI: Correcting Principals	5	59	59	295
Understanding Our Secrets	3	43	43	129

*\*Trainings marked with an asterisk for those not captured in the LMS system denote in-person trainings that took place between July 1, 2019 and March 15, 2020 prior to the COVID-19 stay-at-home orders. Trainings were facilitated by DCFS staff and outside partners. While attendance documentation was consistent, pre-/post-test and evaluation data was not captured or provided to the assessment team compiling this report in a reportable manner. Some data was entered into the LMS system however others were not. Additionally, the courses are now facilitated through the LMS system for accurate data collection in the 2020-2021 fiscal year. For this reason, evaluation data from these trainings are excluded from analysis below in this report.*

*\*\*Trainings marked with a double asterisk for those not captured in the LMS system denote in-person trainings that took place between July 1, 2019 and March 15, 2020 for which this information was unavailable at the time of reporting.*

**Initial Staff Training:** All New DCFS Child Welfare employees are required to complete 64 hours of training in the first year. All New DCFS Child Welfare employees are assigned to New Child Welfare Worker Orientation (NCWWO) Cohorts upon notice of hire from the Human Resources section prior to the assignment of cases. Between July 1, 2019 and June 30, 2020, 223 new workers went through the New Child Welfare Worker Orientation.

**Evaluation of Trainings:** Most evaluations completed in the 2019-2020 fiscal year were completed through the online LMS system. The system allows for data to be captured and held in secured digital locations. While the system was effective for capturing most data, there were issues where statistics related to participation were not gathered for three

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trainings (noted with an asterisk (\*) in the participation chart) and missing for some participants in the New Worker Training courses (noted with two asterisks (\*\*)) in the participation chart). Evaluations are not required to show completion of a training as mandating the evaluation would potentially skew the results and de-anonymize the results. With the evaluations being anonymized, the results are considered closer to the participants' true perceptions. The format of the two evaluations are as follows:

Five (5) question evaluations:

1. In my opinion, the content of this training provided me with knowledge and skills I need for my role.
2. In my opinion, children and families will benefit from knowledge and skills participants gained during this training.
3. Overall, I am satisfied with my online training experience.
4. How confident are you that you will be able to apply the information you learned in this training? (0= cannot do at all, 5=moderately certain I can do, 10= highly certain I can do)
5. Please provide any additional feedback (training activities, training video, training topics, content, etc.)

Ten (10) question evaluation format:

1. I felt the trainer(s) demonstrated expertise related to the training topic through knowledge, skills and practice.
2. I felt like the trainer(s) maintained an atmosphere of courtesy and respect in this training.
3. I felt actively engaged throughout this training.
4. I felt like the trainer(s) encouraged me to relate course content to real life situations and/or practice.
5. I felt the training materials and the in-class activities were helpful to building knowledge and skills in this topic.
6. In my opinion the content of this training provided me with knowledge and skills I need for my role.
7. In my opinion children and families will benefit from knowledge and skills participants gained during this training.
8. How did you hear about this training?
9. What suggestions do you have for additional training topics?
10. Do you have any additional feedback?

All questions above are on a scale of 1-5 unless noted in the question with 1 being the highest and 5 being the lowest rating on a Likert scale. For analysis, all five-point scales were reverse coded for ease of interpretation. All qualitative questions answers are recorded and analyzed for necessary changes in programming but are excluded from this report due to the volume of responses. Most responses are categorized as the training being "great" or positive. For this reason, quantitative analysis found on page (#) looks only at questions 1-4 of the five-question evaluation and 1-7 of the ten question evaluation.

During the COVID-19 pandemic, trainers who developed courses were required to make decisions regarding which evaluations to use. While some trainings were considered instructor-led, the trainers chose to use the five-question evaluations as they were occurring through the online learning management system. The majority of evaluations (34,486)

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utilized the short format. Only 2140 evaluations used the longer format. On a construct level, the evaluations are similar.

**Evaluation Results:** Below are the results of the trainings recorded in the online LMS. For each question, the top number represents the mean score, and the numbers in parentheses represent the number of individuals rating a 5 and 4, respectively, on a scale of 1-5 (1 being the lowest rating and 5 being the highest).

Evaluation of Trainings Using Short Survey Format					
Training	Total Participants	Q1	Q2	Q3	Q4
Journey Home Pre-service	131	4.66 (93/34)	4.76 (100/31)	4.66 (90/39)	9.07 (70/27)
Regular Certification Journey Home	12	4.92 (11/1)	4.92 (11/1)	4.83 (10/2)	9.42 (8/1)
Bullying 101	529	4.52 (322/170)	4.54 (330/166)	4.51 (321/166)	8.85 (267/84)
Bullying 201	364	4.61 (245/103)	4.61 (246/102)	4.59 (246/98)	9.17 (222/47)
How to Give Testimony	118	4.52 (70/43)	4.49 (69/42)	4.52 (71/40)	8.70 (58/25)
CWADM Overview	790	4.25 (347/342)	4.36 (378/343)	4.20 (324/352)	7.60 (217/110)
CWADM	126	4.37 (61/51)	4.54 (73/48)	4.30 (60/44)	8.02 (40/23)
DCFS Caseworker Clinical Training Drug Screening	14	4.48 (48/28)	4.46 (46/30)	4.46 (46/30)	8.93 (41/16)
DCFS Clerical and Admin Training Drug Scree	81	4.86 (12/2)	4.86 (12/2)	4.86 (12/2)	9.31 (9/2)
Engagement in the FTM Process	808	4.37 (388/354)	4.45 (415/344)	4.37 (384/356)	8.57 (382/126)
Care Setting Preservation	87	4.47 (46/36)	4.54 (48/38)	4.49 (48/35)	8.59 (38/14)
Indian Child Welfare Act	173	4.53 (106/58)	4.55 (108/56)	4.45 (104/54)	8.40 (73/24)
Integration Audits for Access	11	4.73 (8/3)	4.82 (9/2)	4.64 (8/2)	8.70 (6/0)
Kids and Substance Abuse	581	4.57 (367/183)	4.58 (372/180)	4.55 (364/180)	8.95 (304/98)
Louisiana Kinship Navigator	269	4.63 (179/80)	4.60 (175/83)	4.60 (173/85)	9.09 (159/37)
Maximizing the Power of Adolescence	623	4.51 (376/209)	4.54 (387/204)	4.49 (372/206)	8.83 (309/113)
Opening Doors: Working with LGBTQ+ Youth	368	4.61 (255/94)	4.62 (251/102)	4.57 (242/103)	8.86 (178/70)
One Heart can Make a Difference	286	4.64 (199/78)	4.66 (210/65)	4.65 (205/72)	8.94 (162/45)
Removed Part 1	784	4.57 (506/236)	4.58 (508/234)	4.56 (501/237)	9.04 (467/108)
Removed Part 2	497	4.57 (321/154)	4.57 (318/158)	4.56 (319/152)	8.99 (297/53)
Social Work Ethics	283	4.44 (157/107)	4.48 (165/101)	4.32 (145/102)	8.75 (138/53)
The Connected Child	580	4.57 (393/145)	4.57 (395/149)	4.53 (377/158)	9.09 (355/81)
The Developmental Disabilities Service System	283	4.47 (163/99)	4.52 (171/97)	4.46 (165/95)	8.62 (134/41)
The Power of Connection	143	4.44 (87/40)	4.41 (83/44)	4.40 (80/47)	8.95 (81/20)
Transportation Assistance	49	4.57 (31/15)	4.55 (30/16)	4.55 (31/14)	9.02 (26/7)
Thrive	6	4.83 (5/1)	4.67 (4/2)	4.67 (4/2)	8.83 (3/0)

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Trauma Behavioral Screen	53	4.62 (35/16)	4.60 (34/17)	4.60 (34/17)	8.18 (19/9)
Understanding and Managing BX	684	4.53 (406/245)	4.54 (410/243)	4.48 (383/258)	8.76 (310/135)
UG: Attachment	281	4.56 (175/93)	4.57 (179/89)	4.50 (170/91)	8.63 (134/42)
UG: Girls and Emotions	97	4.63 (67/27)	4.62 (67/26)	4.59 (65/28)	9.10 (55/17)
UG" Impact to the Caregiver	82	4.68 (59/20)	4.68 (59/20)	4.63 (57/20)	9.12 (48/12)
UG: Relational Aggression	74	4.73 (55/18)	4.70 (53/20)	4.65 (52/18)	9.16 (42/10)
UG: Sexuality	56	4.63 (38/15)	4.55 (34/19)	4.54 (33/20)	8.98 (31/5)
Using Media Effectively p 1	148	4.55 (95/44)	4.55 (92/48)	4.48 (87/50)	9.03 (85/20)
Using Media Effectively p 2	99	4.46 (57/36)	4.48 (57/37)	4.42 (54/37)	8.77 (47/15)
Assessing Safety	993	4.43 (554/360)	4.50 (575/358)	4.19 (470/354)	8.37 (401/185)
Cultural Compassion Bias M1	904	4.54 (584/252)	4.55 (579)	4.51 (569/268)	8.88 (505/130)
Cultural Compassion Bias M2	215	4.59 (139/65)	4.58 (137/67)	4.55 (135/67)	9.03 (122/28)
Culture Clash	369	4.53 (231/109)	4.52 (228/113)	4.47 (217/120)	8.85 (191/59)
CPR Refresher	2899	4.65 (2066/714)	4.66 (2095/687)	4.62 (2009/738)	9.25 (1937/383)
Human Trafficking 101	1053	4.61 (716/292)	4.62 (723/290)	4.59 (693/312)	9.03 (602/169)
Mandatory Reporter	10675	4.65 (7512/2671)	4.65 (7546/2734)	4.55 (6927/2997)	9.11 (6582/1689)
Medication Management	3024	4.60 (2044/816)	4.62 (2075/806)	4.56 (1991/834)	9.43 (2277/296)
Quality Matters	68	4.43 (38/25)	4.50 (42/22)	4.44 (39/23)	8.80 (34/11)
Working with LGBT Youth	382	4.61 (264/69)	4.61 (261/102)	4.59 (261/94)	8.87 (210/55)
Ice Breakers	220	4.55 (140/65)	4.56 (140/67)	4.54 (139/66)	8.97 (126/27)
Parent Perspective	333	4.57 (219/92)	4.56 (220/91)	4.57 (217/96)	9.00 (194/48)
Putting Parenting First	83	4.66 (58/22)	4.72 (62/19)	4.67 (60/20)	9.19 (43/19)
Car Seat Safety	388	4.62 (269/101)	4.63 (272/98)	4.61 (266/101)	9.24 (255/52)
Infant Tragedy in the Back Seat	201	4.74 (153/43)	4.73 (153/43)	4.71 (150/46)	9.32 (137/29)
Safe Sleep, SIDS	3048	4.63 (2168/715)	4.66 (2205/713)	4.61 (2108/766)	9.48 (2365/256)
QIC-WD: Case Review Inst.	12	4.25 (6/4)	4.33 (6/4)	4.33 (6/4)	7.92 (3/2)
<b>Total Evaluations</b>	<b>34486</b>				

Evaluation of Trainings Using Long Survey Format								
Training	Completion	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Child Welfare Legal	12	4.92 (11/1)	4.83 (10/2)	4.42 (8/1)	4.67 (8/3)	4.50 (9/2)	4.75 (9/3)	4.75 (9/3)
Courtroom Sim Lecture	21	4.81 (19/0)	4.76 (18/1)	4.81 (19/0)	4.67 (16/0)	4.76 (18/1)	4.71 (17/2)	4.71 (17/2)
Courtroom Sim Lab	6	5.00 (6/0)						
CW Support and Capacity M1	34	4.88 (30/4)	4.91 (31/3)	4.85 (30/4)	4.88 (30/3)	4.79 (27/7)	4.85 (30/3)	4.79 (28/5)
Manager & Supervisor Training Info	8	4.88 (7/1)	4.88 (7/1)	4.75 (6/1)	4.88 (7/2)	4.88 (7/1)	4.88 (7/1)	4.75 (6/2)

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<b>It's a wonderful team</b>	1	5.00 (1/0)						
<b>Engaging Families Co-parenting</b>	41	4.73 (33/7)	4.73 (33/7)	4.66 (31/7)	4.66 (30/8)	4.66 (31/8)	4.59 (29/9)	4.66 (31/8)
<b>Integration Audits for Access</b>	150	4.51 (82/65)	4.52 (84/62)	4.19 (62/65)	4.39 (71/61)	4.39 (70/71)	4.41 (72/69)	4.27 (63/67)
<b>Permanency Training</b>	37	4.76 (30/5)	4.84 (32/4)	4.73 (28/5)	4.78 (30/8)	4.73 (30/4)	4.70 (29/5)	4.76 (29/7)
<b>Prevention Training</b>	25	4.72 (18/7)	4.84 (21/4)	4.72 (18/7)	4.80 (20/7)	4.76 (19/6)	4.76 (20/4)	4.72 (19/5)
<b>TBRI-Intro</b>	226	4.83 (194/30)	4.88 (205/19)	4.63 (161/30)	4.74 (176/53)	4.70 (170/49)	4.69 (171/46)	4.81 (190/32)
<b>Thrive</b>	58	4.83 (48/10)	4.88 (51/7)	4.84 (49/10)	4.86 (50/9)	4.86 (50/8)	4.76 (47/8)	4.86 (50/8)
<b>Trauma Informed Care</b>	29	4.93 (27/2)	4.90 (26/3)	4.93 (27/2)	4.90 (26/2)	4.83 (25/3)	4.76 (24/4)	4.83 (24/5)
<b>Caring for LGBTQ+ Youth</b>	59	4.86 (51/8)	4.85 (50/9)	4.75 (45/8)	4.78 (46/13)	4.73 (45/12)	4.83 (49/10)	4.85 (50/9)
<b>Culturally Affirming Care</b>	54	4.81 (47/6)	4.80 (46/7)	4.76 (46/6)	4.81 (47/6)	4.78 (46/6)	4.76 (44/9)	4.76 (44/9)
<b>Domestic Violence</b>	86	4.79 (68/18)	4.83 (71/15)	4.73 (65/18)	4.77 (66/19)	4.79 (69/16)	4.80 (69/17)	4.79 (68/18)
<b>Family Search and Engagement</b>	109	4.67 (78/28)	4.72 (84/22)	4.68 (81/28)	4.67 (81/23)	4.67 (83/20)	4.67 (80/25)	4.71 (83/22)
<b>Human Trafficking in LA</b>	3	4.67 (2/1)						
<b>Physical Indicators</b>	95	4.89 (85/10)	4.87 (83/12)	4.79 (80/10)	4.85 (83/11)	4.86 (82/13)	4.86 (82/13)	4.85 (81/14)
<b>Planful Transitions</b>	186	4.69 (139/39)	4.73 (144/35)	4.60 (132/39)	4.70 (142/39)	4.69 (140/39)	4.66 (136/42)	4.69 (139/38)
<b>Quality Matters</b>	78	4.71 (57/19)	4.74 (60/16)	4.56 (52/19)	4.68 (55/20)	4.62 (51/24)	4.56 (51/23)	4.65 (53/23)
<b>Separation and Placement</b>	89	4.87 (78/10)	4.87 (78/10)	4.85 (77/10)	4.87 (78/11)	4.85 (77/11)	4.80 (75/11)	4.81 (75/11)
<b>Worker Safety</b>	40	4.58 (29/6)	4.70 (31/6)	4.35 (24/6)	4.60 (29/9)	4.45 (26/8)	4.48 (29/5)	4.48 (27/7)
<b>CENLA Foster Support</b>	6	4.67 (5/0)	4.67 (5/0)	3.33 (1/0)	4.50 (4/1)	5.00 (6/0)	4.67 (5/0)	4.83 (5/1)
<b>Child Welfare and COVID 19</b>	133	4.73 (108/20)	4.73 (107/22)	4.62 (95/20)	4.68 (100/28)	4.55 (90/30)	4.68 (100/27)	4.63 (95/13)
<b>Foster Parent Grief</b>	10	4.90 (9/1)	4.70 (7/3)	4.80 (8/1)	4.70 (7/2)	4.90 (9/1)	4.80 (8/2)	4.90 (9/1)
<b>IV-E Support Groups</b>	3	5.00 (3/0)						
<b>CWADM Trainers and Practice Champ.</b>	21	4.62 (16/4)	4.67 (17/3)	4.48 (15/4)	4.48 (15/3)	4.52 (14/6)	4.48 (15/3)	4.62 (16/4)
<b>New CW Worker Week 1</b>	175	4.89 (159/14)	4.89 (161/11)	4.82 (150/14)	4.89 (156/20)	4.85 (153/18)	4.87 (154/20)	4.82 (150/22)
<b>New CW Worker Week 2</b>	153	4.75 (122/27)	4.76 (121/29)	4.61 (113/27)	4.70 (118/27)	4.65 (113/30)	4.75 (122/24)	4.74 (118/31)
<b>New CW Worker Week 3</b>	163	4.72 (126/31)	4.74 (127/32)	4.65 (117/31)	4.71 (123/38)	4.71 (123/33)	4.74 (126/32)	4.69 (121/36)
<b>New CW Worker Transfer Week 3</b>	28	4.86 (24/4)	4.82 (23/5)	4.71 (22/4)	4.75 (22/4)	4.86 (24/4)	4.79 (23/4)	4.79 (23/4)
<b>QIC-WD: Teaming Specialists</b>	1	5.00 (1/0)	5.00 (1/0)	5.00 (1/0)	4.00 (0/0)	4.00 (0/1)	4.00 (0/1)	4.00 (0/1)
<b>Total Evaluations</b>	<b>2140</b>							

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The following table shows the number of cohorts that attended the New Worker Orientation and enrollment throughout the three weeks of training:

<b>New Child Welfare Worker Orientation Training:</b>									
Group/ Session	Week 1			Week 2			Week 3		
	DCFS	IVE <sup>a</sup>	Total	DCFS	IVE <sup>a</sup>	Total	DCFS	PT <sup>b</sup>	Total
2019-2020*	140	35	175	118	35	153	163	61	163

*Note. Only participants that completed the whole week of training are included. Due to a coding issue in the LMS system, users are not reportable by cohort. Overall statistics are the only numbers available.*

*IVE: Title IV-E Stipend students/graduates.*

*PT: DCFS Staff that are transferring programs. Only required to take three days of week three's training.*

**Ongoing Staff Training:** All DCFS CW employees are required to complete 20 hours of in-service training annually. In-service training hours are documented within a state fiscal year, which runs July 1, 2019 through June 30, 2020. One thousand one hundred nine (1306) staff continued with their in-service training. 1,246 staff completed trainings (95%) whereas 60 staff did not complete trainings (5%).

The Louisiana Child Welfare Training Academy LMS hosted the following table displays the accumulated training hours earned by each DCFS region.

<b>Statewide Child Welfare Staff's Completion Rates of Required Training SFY 2019:</b>			
Region Name	Total # Staff	Staff Completions by Region	Staff Incompletions by Region
New Orleans	111	94% (104)	6% (7)
Baton Rouge	135	93% (126)	7% (9)
Covington	162	99% (160)	1% (2)
Thibodaux	97	94% (91)	6% (5)
Lafayette	171	96% (165)	4% (6)
Lake Charles	86	94% (81)	6% (5)
Alexandria	100	95% (95)	5% (5)
Shreveport	132	98% (129)	2% (3)
Monroe	112	95% (106)	5% (6)
State Office	200	94% (188)	6% (12)
Total	1306	95% (1246)	5% (60)

*Note: Some included staff members may have resigned or completed their trainings after the cutoff date. This could account for the inflation in training hour requirement incompletions. Due to COVID-19 stay-at-home orders, there was a higher percentage of staff completing trainings then in previous years.*

**Staff and Provider Trainings Update for SFY 2021:**

**STAFF AND PROVIDER TRAINING:**

The Louisiana Department of Children and Family Services (DCFS) is committed to supporting a competent, stable workforce as a top priority. Through the Louisiana Child Welfare Training Academy (LCWTA) strategic partnership involving DCFS, the Louisiana Universities Alliance, and the Pelican Center for Children and Families, Louisiana continues to expand the resources available to support child welfare training and workforce development. The LCWTA is committed to aligning and maximizing human,

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fiscal, technological, and programmatic resources to support high quality training and professional development of students, staff, foster parents, kinship caregivers, adoptive parents, providers, legal stakeholders, and other key community partners and working closely with DCFS staff to advance critical child welfare workforce investments. This includes supporting initial and on-going training and professional development of DCFS child welfare staff, foster and adoptive parents and providers as well as expanding training and professional development opportunities for legal stakeholders, law enforcement, students, and other key partners. The data reported in this section is from the state fiscal year, July 1, 2020- June 30, 2021. The training unit has continued to provide on-going training during the SFY2022, (July 1, 2021- June 30, 2022), to meet the training and professional development of our DCFS workforce, caregivers, legal stakeholders and other key community partners. Data is still being collected and processed for SFY 2022 and will be reported in the next APSR.

**LCWTA Highlights:** During the 2020-2021 fiscal year, the LCWTA and the DCFS Training Unit further developed the process of conducting registration, implementation, and evaluation of all synchronous and asynchronous training through the LCWTA online learning management system (LMS). This has allowed for greater tracking of data as well as the design of additional courses and learning opportunities. This was done to ensure consistent and reliable reporting of participation and evaluation data. Some highlights illustrating the functioning and expanded investments in Louisiana’s child welfare training and workforce development system in the last year include:

- 185 new staff confirmed the trainings provided them with knowledge and skills needed to meet their responsibilities.
- As a result of the pandemic, DCFS and LCWTA staff quickly acquired additional skills in offering virtual, interactive online trainings and worked quickly to convert trainings so that necessary trainings could still be offered. A total of 495 trainings were provided to DCFS Child Welfare and Non-Child Welfare Staff, Foster/Adoptive parents and other Community Partners.
- Multiple additional programs/courses adapted and/or created and offered virtually to meet learning and development needs. The learning and development team’s knowledge and skills in providing interactive learning experiences in multiple formats expanded exponentially since SFY’s 2019-2020 through SFY 2020-2021.
- The number of users in the LCWTA Moodle has tripled since last fiscal year which recorded 13,629 users compared to the SFY20-21 total of 65,657 users, which is an increase of 381%.
- Training enrollments increased greatly compared to last state fiscal year due to the expansion in the number of training offerings and COVID-19 related fears from participants attending in-person trainings.
- The total number of trainings completed on the LCWTA Moodle in SFY20-21 (80,766) increased by 125% when compared to SFY19-20 (35,915).
- The highest course completion rate was recorded in the month of August of 2020, in which a total of 19,124 users successfully completed trainings.
- The LCWTA Moodle recorded Region 3- Covington and Region 5-Lafayette as being the regions with the highest course completions.

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- The highest course completion rate during SFY20-21 was recorded by the Mandatory Reporters Classification.

**The University Alliance (UA)**: in partnership with the LCWTA, the Pelican Center and DCFS, has greatly expanded its capacity to carry out the mission of supporting a competent, stable workforce as it relates to recruitment, retention, learning, and infrastructure. The UA made additional key personnel investments. In January of 2021, Jennifer Shaw, PhD was hired as the Title IV-E Research Associate to assist with implementation of multiple research and evaluation projects across the UA and the LCWTA. Also in 2021, Polly Boersig, MA resigned as the Project Support Specialist after taking a leadership role in a different local grant. Sherrie Davis, MA was later hired to fill the role. Northwestern State University, the lead university, expanded its role by collaborating with DCFS for the distribution and analysis of statewide monthly and quarterly surveys.

- UA staff continued to assist DCFS with implementation and analysis of multiple practice evaluation projects: Home Development Unit Quarterly Surveys, Monthly Supervisory Engagement Surveys, and other one-time projects related to engagement.
- UA and LCWTA staff completed focus groups with CWADM Champions who were initially trained to facilitate training for DCFS staff.
- UA staff further developed the community of practice model as an intervention for student scholars with the intention of developing the intervention for early career workers.
- Louisiana continues to utilize a competency-based screening and selection process to select Title IV-E Child Welfare Scholars and new child welfare employees. Scholars for 2020-2021 were screened to determine if they could perform the essential duties of the child welfare specialist position. Additional screening measures are being developed to increase goodness-of-fit.
- UA and LCWTA leadership continued making investments towards expanding the Employee Educational Support Program, which provides tuition dollars for employees wanting to work towards the MSW. Decisions were made to fund 11 continuous employee scholar spots at LSU, 8 at GSU, and 5 at SUNO. GSU notified University Alliance staff that they had been approved for and were developing an Online MSW program, which will allow more employees across the state with opportunities to work towards the MSW degree.
- GSU developed the first University Alliance invested certificate program by creating an 18 hour (for college credit) Advanced Supervisory Certificate Program. The certificate program was approved by the Louisiana University System and began implementation in the fall semester of 2021. The DCFS had twelve staff complete this program in June 2022. There is an application process and the next session will begin in August 2022.
- Southern University at Baton Rouge modified the child-welfare simulation lab curriculum for both online and face-to-face cohorts and continue to present trainings in both formats.
- Work has begun to realign university child-welfare course offerings for greater continuity and development of the Louisiana Child Welfare workforce.

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- DCFS staff facilitated greater participation of employees in Title IV-E Child Welfare Scholar (aka Stipend) Support Groups. Participants report finding great value in the groups and often seek to participate beyond their first three years of employment.
- Southern University of New Orleans is developing an Intra-professional Certificate Program to support effective practice with children and families across multiple disciplines.
- The LCWTA initiated a restructuring process to improve the ability of the training academy to meet the growing needs of the child welfare system and to ensure the resources are in place to achieve the overall strategic plan goals. This restructuring included revising job descriptions for the positions of Digital Media Manager, Learning and Instructional Development Specialist, and Associate Director of Learning and Development. The new Associate Director of Learning and Development began in the summer of 2020. The Title IV-E Program Manager and new Research Associate at Northwestern State University have assumed the data and analytics functions of LCWTA and will work closely with the Associate Director to expand evaluative capacities of the Academy and support transfer of learning. Specialized learning and instructional development expertise, leadership, and support are currently being provided by an experienced team of people collaborating with LCWTA through contract.
- With support from LCWTA/University Alliance, DCFS added three On the Job/Transfer of learning consultants to facilitate on-boarding, on the job training, shadowing, and support of new staff.
- The LCWTA and DCFS continues with a partnership with the Center for Adoption and Support (C.A.S.E.) and the Children’s Bureau to be a part of The National Adoption Competency Mental Health Training Initiative (NTI). This partnership will enable child welfare staff to participate in a state of the art, web-based adoption training program. The training includes eight interactive learning modules and additional modules for supervisors. The initiative was designed to enhance the worker’s skills in trauma informed care, addressing behavioral and mental health needs of children in care, ability to promote stability and permanency for children and increasing understanding of the complexities of adoption, kinship care arrangements and guardianships. The LCWTA worked with NTI to get the training modules formatted to fit with the academy’s Learning Management System (LMS) so that workers can register, take pre/post-test and be tracked through the system. Louisiana is collaborating with N.T.I. and C.A.S.E. to initiate implementation of the promising evidence-based Training in Adoption Competency (TAC) for the mental health provider community, with Louisiana lead trainers being identified to participate in TAC Train the Trainer sessions in May 2021 and preparing to launch first cohort by September 2021.
- The LCWTA is working with the DCFS DEI Unit to assess future trainings related to race equity, disproportionality, and inclusion in child welfare.
- External partners, including Plummer and Annie E. Casey, continue to compliment the DCFS/LCWTA team on its exceptional level of professionalism, customer service, and quality in creation and support of quality learning experiences.

**LMS Users:** The LCWTA LMS has enabled the possibility of tracking the number of learners who are completing e-Learning courses. In the past two years, the LMS system

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has also been used to facilitate the registration and evaluation of all synchronous (online and in-person) trainings. Tracking user completion through this methodology is essential for identifying opportunities for improvements in course design, course materials, and other factors that allow the overall course improvement that will help child welfare and non-child welfare staff fulfill their roles.

The following chart shows a breakdown of users by type coded by the LMS system. DCFS staff, Foster/Adoptive Caregivers, and Foster Pre-Service users are automatically enrolled into the LMS system by region. All other users are self-enrolled or are enrolled by LCWTA staff into the LMS system. Enrollments during 2020-2021 increased due to changes in legislation for mandatory reporters, an increase in the number of trainings and potential trainees, as well as the COVID-19 pandemic which caused an influx in the number of students who self-enrolled.

Classification	# of Users by Type	Trainings Completed by User Type
CASA	1,244	163
Community Partners	997	797
Foster Parent Pre-Service	1,184	4,783
IV-E Student	73	193
Judicial/Legal Field	111	86
Law Enforcement	256	106
Louisiana DCFS Staff	2,142	13,446
Louisiana Foster/Adoptive Parent	8,147	21,829
Mandatory Reporters	29,236	22,978
Non-Child Welfare DCFS Staff	32	18
Non-DCFS Child Welfare Staff	17	6
Other	19,508	14,949
Student	2,593	1,357
University Alliance Member	54	25
WAE	33	25
No Classification	30	5
<b>Totals</b>	<b>65,657</b>	<b>80,766</b>

**Overall Courses Provided in SFY 2020-2021:**

The LCWTA Moodle registered a total 495 courses with user enrollment and course completion. These courses covered a variety of different topics, formats, and training activities to help support initial and on-going training and professional development of DCFS child welfare staff, foster and adoptive parents and providers. All trainings are listed in the charts below with their evaluation results. Below are the major takeaways related to these trainings:

- 115,219 individuals registered for training sessions through the LMS portal. This includes all possible trainings, both synchronous and asynchronous offerings.
- 80,763 individuals (70.09%) completed the trainings.
- DCFS staff completed a total of 13,466 of the training sessions offered.
- Foster/Adoptive Parents completed a total of 21,826 trainings.

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- Community Partners, not including Mandatory Reporter Training, completed 797 individual trainings.
- Mandatory Reporter Training was completed by 38,953 individuals which accounted for 58,429.5 training hours.
- 141,363.75 total training hours were recorded during the 2020-2021 fiscal year through the LCWTA LMS system.

**Initial Staff Training:** All new DCFS Child Welfare employees are required to complete 64 hours of training in the first year. Upon notice of hire from Human Resources all new DCFS Child Welfare employees are assigned to New Child Welfare Worker Orientation (NCWWO) cohorts prior to the assignment of cases. Between July 1, 2020 and June 30, 2021, 185 new workers went through the New Child Welfare Worker Orientation.

**Evaluation of Trainings:** All evaluations completed in the 2020-2021 state fiscal year were completed through the online LMS system. The system allows for data to be captured and held in secure digital locations. Evaluations are not mandatory as part of the training completion as mandating the evaluation would potentially skew the results and de-anonymize the results. With the evaluations being anonymized, the results are considered closer to the participants' true perceptions. The format of the two evaluations are as follows:

**Five (5) question evaluations:**

In my opinion, the content of this training provided me with knowledge and skills I need for my role.

In my opinion, children and families will benefit from knowledge and skills participants gained during this training.

Overall, I am satisfied with my online training experience.

How confident are you that you will be able to apply the information you learned in this training? (0= cannot do at all, 5=moderately certain I can do, 10= highly certain I can do)

Please provide any additional feedback (training activities, training video, training topics, content, etc.)

**Ten (10) question evaluation format:**

I felt the trainer(s) demonstrated expertise related to the training topic through knowledge, skills and practice.

I felt like the trainer(s) maintained an atmosphere of courtesy and respect in this training.

I felt actively engaged throughout this training.

I felt like the trainer(s) encouraged me to relate course content to real life situations and/or practice.

I felt the training materials and the in-class activities were helpful to building knowledge and skills in this topic.

In my opinion the content of this training provided me with knowledge and skills I need for my role.

In my opinion children and families will benefit from knowledge and skills participants gained during this training.

How did you hear about this training?

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What suggestions do you have for additional training topics?  
Do you have any additional feedback?

All questions above, with the exception of question four in the five-question evaluations, are on a 5-point Likert scale with 1 being the lowest and 5 being the highest. Question four on the five-question evaluation version contains a 10-point Likert scale with 1 being the lowest and 10 being the highest. For analysis, all five-point scales were reverse coded for ease of interpretation. All qualitative questions answers are recorded and analyzed for necessary changes in programming but are excluded from this report due to the volume of responses. Most responses are categorized as the training being “great” or positive. For this reason, quantitative analysis found below looks only at questions 1-4 of the five-question evaluation and 1-7 of the ten-question evaluations.

During the COVID-19 pandemic, trainers who developed courses were required to make decisions regarding which evaluations to use. While some trainings were considered instructor-led, the trainers chose to use the five-question evaluations as they were occurring through the online learning management system. The majority of evaluations (42,069) utilized the short format. Only 4,389 evaluations used the longer format. On a construct level, the evaluations are similar.

Evaluation Results: Below are the results of the trainings recorded in the online LMS. For each question, the top number represents the mean score, and the numbers in parentheses represent the number of individuals rating a 5 and 4, respectively, on a scale of 1-5 (1 being the lowest rating and 5 being the highest).

Common Name	Course completion	Q1	Q2	Q3	Q4
A Journey Home: Session 1	306	4.51 (204, 66)	4.52 (203, 69)	4.51 (202, 67)	9.25 (209, 39)
A Journey Home: Session 2	181	4.59 (116, 48)	4.6 (116, 49)	4.57 (118, 43)	9.1 (114, 25)
A Journey Home: Session 3	179	4.5 (105, 47)	4.52 (109, 43)	4.52 (109, 43)	9.24 (110, 16)
A Journey Home: Session 4	152	4.7 (104, 27)	4.73 (108, 23)	4.67 (103, 26)	9.26 (90, 19)
A Journey Home: Session 5	143	4.63 (89, 39)	4.66 (93, 35)	4.6 (89, 34)	8.93 (71, 16)
A Journey Home: Session 6	154	4.67 (96, 35)	4.67 (94, 39)	4.61 (92, 35)	9.13 (79, 20)
A Journey Home: Session 7	161	4.56 (91, 45)	4.59 (93, 45)	4.57 (92, 44)	9.26 (86, 25)
A Journey Home: Session 8	161	4.58 (88, 41)	4.6 (92, 36)	4.59 (88, 42)	9.19 (84, 21)
A Warm DCFS Introduction to Family First Prevention	19	4.5 (7, 4)	4.67 (9, 2)	4.59 (8, 3)	9.34 (6, 4)
Assessing Safety in Child Welfare	132	4.54 (61, 29)	4.54 (58, 33)	4.47 (56, 34)	8.59 (45, 16)
Asthma and Diabetes Management	289	4.37 (104, 43)	4.4 (106, 43)	4.37 (101, 48)	8.37 (88, 21)
Bullying 101	1,383	4.28 (396,282)	4.29 (395, 288)	4.22 (367, 300)	8.41 (350, 140)

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Bullying 201: Cyberbullying	794	4.49 (271, 141)	4.5 (277, 134)	4.47 (264, 147)	8.76 (229, 76)
Car Seat Safety	568	4.42 (216, 94)	4.43 (219, 91)	4.39 (208, 99)	9.13 (241, 34)
Care Setting Preservation	92	4.5 (43, 22)	4.55 (44, 23)	4.55 (44, 23)	8.21 (31, 18)
Child Welfare Assessment and Decision-Making Overview	98	4.48 (43, 22)	4.53 (46, 19)	4.43 (41, 23)	8.25 (28, 13)
Comfort Calls and Ice Breakers	127	4.56 (51, 20)	4.56 (51, 20)	4.54 (50, 21)	9.15 (53, 9)
Court 101	71	4.42 (26, 10)	4.49 (28, 9)	4.42 (26, 10)	8.86 (23, 7)
CPR and Choking Emergency Refresher	3,501	4.53 (1641,555)	4.54 (1661, 547)	4.51 (1601, 580)	8.96 (1549, 293)
Cultural Compassion: Addressing Implicit Bias Module 1	1,284	4.41 (403, 177)	4.42 (398, 189)	4.41 (404, 179)	8.44 (352, 83)
Cultural Compassion: Addressing Implicit Bias Module 2	262	4.4 (89, 38)	4.42 (89, 41)	4.42 (91, 38)	8.63 (81, 21)
Culture Clash: Bringing the Perspective of Child Development to Social Services and Family Court	354	4.44 (131, 66)	4.47 (133, 67)	4.43 (129, 68)	8.36 (111, 28)
DCFS Caseworker Clinical Training	160	4.59 (84, 43)	4.6 (86, 42)	4.53 (81, 46)	8.4 (66, 15)
DCFS Clerical and Supervisor Training	11	4.75 (6, 2)	4.75 (6, 2)	4.75 (6, 2)	7.88 (2, 3)
Documentation Training	221	4.52 (102, 35)	4.52 (101, 37)	4.49 (99, 38)	8.64 (90, 19)
Engagement in the Family Team Meeting Process	148	4.57 (67, 31)	4.61 (68, 33)	4.53 (64, 33)	8.57 (56, 14)
Form 5-Safety Assessment Overview	879	4.36 (331, 257)	4.35 (325, 264)	4.32 (318, 262)	8.25 (275, 106)
Form 5-Safety Assessment Prerequisite	299	4.42 (132, 95)	4.45 (139, 90)	4.35 (121, 101)	8.57 (105, 46)
How to Give Effective Courtroom Testimony	136	4.49 (69, 22)	4.5 (69, 23)	4.51 (70, 22)	8.68 (57, 14)
How to Prevent Common Integration Audit Errors in ACESS Cases: A Step-by-Step Guide	30	4.28 (13, 6)	4.19 (11, 8)	4.28 (13, 6)	8.28 (10, 3)
Human Trafficking 101	1,690	4.45 (650, 341)	4.48 (674, 325)	4.46 (650, 344)	8.58 (548, 167)
Icebreaker Meetings	196	4.61 (91, 27)	4.62 (92, 26)	4.58 (89, 27)	8.75 (79, 12)
Indian Child Welfare Act	237	4.42 (95, 55)	4.46 (95, 58)	4.46 (98, 53)	8.26 (75, 20)
Infant Safety: Tragedy in the Backseat	78	4.51 (36, 10)	4.57 (38, 9)	4.5 (35, 11)	9.26 (38, 2)
Integration Audits for ACESS	13	4.5 (8, 1)	4.3 (7, 1)	4.3 (6, 3)	7.9 (6, 0)
Journey Home Pre-Service Kinship Training	676	4.55 (335, 120)	4.59 (345, 117)	4.54 (328, 129)	8.91 (319, 51)
Keeping Youth Technically Connected	234	4.51 (100, 51)	4.53 (102, 50)	4.51 (102, 48)	8.7 (94, 19)
Louisiana Kinship Navigator	564	4.4 (218, 99)	4.42 (221, 99)	4.41 (219, 100)	8.7 (209, 51)
Mandatory Reporter Training	38,953	4.5 (12116, 5366)	4.51 (12195, 5335)	4.4 (11072, 5805)	8.88 (10703, 3114)
Maximizing the Power of Adolescence	768	4.5 (307, 120)	4.51 (309, 119)	4.46 (297, 123)	8.71 (274, 67)
Medication Management	3,619	4.52 (1662, 601)	4.52 (1671, 595)	4.49 (1631, 606)	9 (1768, 253)

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NEICE 2.0: Overview, Security, and Casework	132	4.28 (53, 33)	4.3 (53, 34)	4.21 (51, 33)	7.66 (31, 14)
One Heart Can Make a Difference: Impacting Lives through Dynamic Service Excellence	879	4.38 (321, 152)	4.45 (341, 143)	4.4 (327, 148)	8.59 (295, 69)
Opening Doors: Working with LGBTQ Children, Youth, and Families in Child Welfare	353	4.58 (174, 70)	4.56 (171, 72)	4.6 (173, 73)	8.84 (146, 43)
Orientation to Family Preservation Team Meeting	176	4.43 (74, 47)	4.44 (74, 46)	4.42 (70, 51)	8.07 (54, 23)
Our Girls Our Communities: The Experience of Black Girls and Young Women in Foster Care	389	4.53 (170, 63)	4.55 (172, 64)	4.52 (169, 63)	8.54 (144, 35)
Parent Perspective for System Change in QPI	351	4.37 (132, 63)	4.4 (136, 61)	4.38 (135, 59)	8.28 (119, 21)
Permanency Matters: Pursuing Timely Permanency for Louisiana's Children	31	4.75 (19, 4)	4.8 (20, 3)	4.75 (19, 4)	9.38 (17, 5)
QIC WD: Case Review Instrument	56	4.69 (29, 11)	4.66 (28, 12)	4.71 (30, 10)	8.71 (21, 7)
QPI: Putting Parenting First	77	4.69 (41, 14)	4.71 (42, 13)	4.69 (41, 14)	8.15 (28, 10)
Quality Matters: Quality Contacts	467	4.36 (159, 145)	4.39 (166, 140)	4.27 (147, 147)	8.33 (140, 57)
Removed Module 1	965	4.42 (379, 169)	4.43 (380, 174)	4.4 (372, 172)	8.75 (353, 83)
Removed Module 2	197	4.29 (78, 37)	4.26 (76, 38)	4.23 (74, 38)	8.52 (65, 21)
Revisions to the Assessment of Family Functioning and Case Plan for Family Services and Foster	535	4.23 (164, 204)	4.25 (170, 201)	4.19 (158, 203)	8.41 (184, 60)
Safe Sleep, Reducing the Risk of SIDS and SUID	4,179	4.53 (1831, 610)	4.55 (1860, 597)	4.51 (1795, 632)	9.1 (1950, 233)
Screening and Selection of Entry Level Staff	24	4.53 (12, 8)	4.58 (12, 9)	4.48 (11, 9)	7.96 (11, 2)
Social Work Ethics: A Celebration of Who We Are	364	4.5 (182, 85)	4.49 (179, 85)	4.42 (171, 86)	8.58 (156, 37)
Splash into Safety: Water Safety Workshop	347	4.51 (145, 63)	4.51 (145, 63)	4.47 (139, 66)	8.91 (140, 31)
Structured Decision Making®: Core Concepts Training	11	4.34 (2, 4)	4.34 (2, 4)	4.34 (2, 4)	9.5 (5, 0)
Supervisory Engagement Survey Training	479	4.18 (142, 175)	4.26 (159, 171)	4.18 (139, 183)	8.55 (177, 60)
TBRI Connecting Principles	173	4.32 (55, 32)	4.37 (58, 31)	4.29 (54, 33)	8.4 (57, 11)
Teaming for Culture Change	101	4.55 (45, 15)	4.55 (45, 15)	4.52 (43, 17)	8.68 (38, 12)
The Connected Child	862	4.42 (325, 127)	4.42 (321, 133)	4.4 (313, 136)	8.39 (292, 52)
The Developmental Disabilities Service System: Navigating the Road	361	4.41 (134, 63)	4.48 (141, 63)	4.41 (134, 65)	8.21 (102, 33)
The Power of Connection: How Resource Families Can Support Adolescents Through COVID-19 Crisis	242	4.39 (91, 54)	4.44 (95, 51)	4.42 (93, 53)	8.72 (93, 20)
TIPS to ACESS	17	4.44 (8, 7)	4.44 (8, 7)	4.5 (9, 6)	7.5 (2, 4)
Transportation Assistance	63	4.4 (20, 17)	4.4 (21, 15)	4.42 (21, 16)	7.79 (19, 5)
Trauma Behavioral Health Screen Training	120	4.45 (48, 28)	4.44 (47, 29)	4.41 (48, 26)	8.46 (39, 10)
Understanding and Managing Behavior: An ABA Approach	951	4.42 (329, 181)	4.41 (325, 184)	4.39 (319, 187)	8.52 (292, 78)
What is QPI?	100	4.47 (40, 22)	4.45 (40, 21)	4.44 (38, 24)	8.83 (38, 11)
What's New with ICWA	47	4.6 (25, 9)	4.57 (25, 8)	4.57 (24, 10)	9 (20, 6)

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Working with LGBTQ Youth	409	4.42 (172, 72)	4.45 (174, 72)	4.47 (178, 69)	8.47 (137, 38)
<b>Total</b>	<b>73,252</b>				

Evaluation of Training Long Survey

Common Name	Completion	Q1	Q2	Q3	Q4	Q5	Q6	Q7
A General Discussion of Child Abuse and Identifying Medical Neglect in the Medically Fragile Child	81	4.66 (53, 12)	4.61 (50, 15)	4.5 (44, 19)	4.57 (48, 16)	4.54 (46, 18)	4.54 (45, 20)	4.61 (50, 15)
A Warm DCFS Introduction to Family First Prevention	416	4.39 (155, 138)	4.48 (176, 125)	4.13 (122, 134)	4.21 (129, 137)	4.11 (121, 126)	4.21 (132, 133)	4.33 (146, 137)
Adult Behavioral Health A: Schizophrenia and Anxiety Disorders	63	4.42 (30, 24)	4.52 (36, 18)	4.16 (25, 20)	4.3 (27, 23)	4.3 (28, 21)	4.35 (29, 22)	4.38 (31, 20)
Adult Behavioral Health B: Mood Disorders	47	4.52 (27, 13)	4.56 (28, 13)	4.21 (20, 14)	4.28 (22, 14)	4.19 (20, 14)	4.38 (22, 17)	4.35 (22, 16)
Advanced CWADM for Managers and Supervisors Virtual Training	289	4.69 (166, 53)	4.73 (173, 48)	4.66 (161, 56)	4.67 (161, 58)	4.69 (166, 53)	4.67 (165, 50)	4.66 (161, 57)
Child Behavioral Health A: Trauma and Post-Traumatic Stress Disorders	58	4.4 (25, 22)	4.53 (30, 18)	3.97 (21, 14)	4.22 (22, 23)	4.36 (23, 23)	4.38 (26, 18)	4.4 (24, 23)
Child Behavioral Health B: Disruptive Behaviors	25	4.55 (12, 10)	4.6 (13, 9)	4.46 (11, 10)	4.55 (12, 10)	4.6 (13, 9)	4.46 (11, 10)	4.55 (12, 10)
Child Welfare Supervisor Support and Capacity Building Program Module 2	29	4.58 (3, 0)	1.62 (3, 0)	1.81 (3, 0)	1.66 (3, 0)	1.66 (3, 0)	1.7 (3, 0)	1.7 (3, 0)
Child Welfare Supervisor Support and Capacity Building Program- Module 1 Preparing For	23	4.58 (3, 0)	1.67 (3, 0)	1.84 (3, 0)	1.63 (3, 0)	1.71 (3, 0)	1.67 (3, 0)	1.67 (3, 0)
DCFS Child Development Virtual Training	141	4.79 (97, 20)	4.82 (100, 18)	4.76 (95, 21)	4.77 (96, 20)	4.78 (96, 21)	4.75 (94, 22)	4.76 (94, 23)
Family Preservation Team Meeting - Facilitator Virtual Training	11	4.91 (10, 1)	4.64 (7, 4)	4.64 (7, 4)	4.64 (7, 4)	4.73 (8, 3)	4.73 (8, 3)	4.73 (8, 3)
Family Search and Engagement	161	4.55 (86, 35)	4.62 (91, 33)	4.47 (81, 36)	4.59 (88, 35)	4.59 (88, 34)	4.55 (85, 37)	4.57 (86, 37)
Implementing Act 350 of the 2021 Regular Legislative Session: Diligent Search for Relatives and Significant Individuals Et Al.	455	4.58 (187, 125)	4.5 (193, 121)	4.3 (165, 117)	4.38 (175, 122)	4.33 (165, 123)	4.43 (183, 121)	4.48 (190, 121)
IVE Stipend Support Group	21	4.58 (11, 4)	4.36 (10, 5)	4.24 (9, 5)	4.3 (10, 4)	4.3 (9, 6)	4.12 (7, 7)	4.36 (10, 5)
Life Skills for Independent Living	52	4.58 (28, 8)	4.64 (28, 8)	4.53 (26, 8)	4.53 (25, 10)	4.61 (28, 7)	4.64 (29, 6)	4.56 (28, 6)
New/Revised Court Templates Session 1	293	4.58 (86, 117)	4.29 (97, 123)	3.65 (62, 90)	3.86 (70, 100)	3.73 (63, 98)	3.76 (66, 104)	3.89 (72, 97)
New/Revised Court Templates Session 2	274	4.58 (73, 86)	4.18 (87, 96)	3.62 (58, 70)	3.68 (60, 77)	3.66 (62, 70)	3.69 (63, 76)	3.78 (64, 76)
Planful Transitions	152	4.68 (91, 40)	4.71 (97, 33)	4.6 (88, 37)	4.67 (91, 40)	4.63 (87, 41)	4.63 (88, 39)	4.65 (89, 41)
Preschool Child Development	33	4.71 (18, 5)	4.71 (18, 5)	4.63 (17, 5)	4.63 (17, 5)	4.71 (18, 5)	4.71 (18, 5)	4.71 (18, 5)
Providing Culturally Affirming Care 3.0: A Mosaic Portrait	72	4.58 (40, 11)	4.61 (43, 8)	4.56 (41, 9)	4.56 (40, 9)	4.56 (40, 10)	4.59 (41, 10)	4.59 (41, 9)

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QIC Supervisor & Employee Teambuilding Part 2: A Virtual Red-Carpet Experience	48	4.58 (12, 9)	4.67 (57, 13)	4.6 (54, 15)	4.6 (53, 16)	4.6 (54, 15)	4.6 (54, 15)	4.57 (52, 17)
QIC Supervisor & Employee Teambuilding Part 2: A Virtual Red-Carpet Experience	35	4.58 (12, 9)	4.67 (57, 13)	4.6 (54, 15)	4.6 (53, 16)	4.6 (54, 15)	4.6 (54, 15)	4.57 (52, 17)
QIC Teambuilding Clinic for Supervisors and their Units	93	4.64 (47, 5)	4.66 (48, 4)	4.61 (46, 5)	4.63 (47, 4)	4.63 (47, 4)	4.63 (47, 4)	4.59 (46, 4)
QIC WD Teambuilding: A Virtual Red-Carpet Experience	69	4.58 (29, 15)	4.58 (29, 15)	4.54 (28, 15)	4.54 (28, 15)	4.52 (28, 14)	4.49 (28, 14)	4.52 (28, 14)
Ready, Set, ZOOM!	22	4.5 (14, 4)	4.45 (13, 5)	4.45 (13, 5)				
Sex Trafficking Institute for Caseworkers - Virtual Training	10	4.89 (8, 1)	4.78 (8, 0)	4.45 (5, 3)	4.67 (7, 1)	4.67 (6, 3)	4.67 (6, 3)	4.78 (7, 2)
Sex Trafficking Institute for Supervisors	8	5 (6, 0)	5 (6, 0)	4.67 (5, 0)	4.34 (3, 2)	4.5 (4, 1)	4.8 (4, 1)	4.84 (5, 1)
Specialized Youth Worker Training	24	4.65 (9, 5)	4.65 (9, 5)	4.43 (8, 5)	4.65 (9, 5)	4.5 (9, 4)	4.58 (9, 4)	4.58 (9, 4)
Supervisor Support Group 1: Compassion Fatigue and Secondary Traumatic	16	3.64 (2, 7)	3.82 (4, 5)	3.73 (3, 6)				
TBRI Connecting Principles Virtual Training	397	4.48 (143, 27)	4.55 (153, 20)	4.38 (129, 36)	4.49 (141, 32)	4.46 (138, 32)	4.43 (136, 32)	4.53 (152, 20)
TBRI Correcting Principles Virtual Training	296	4.62 (120, 21)	4.63 (121, 20)	4.5 (105, 33)	4.58 (116, 24)	4.57 (115, 25)	4.54 (110, 30)	4.61 (120, 21)
TBRI Empowering Principles Virtual Training	179	4.49 (86, 14)	4.58 (92, 10)	4.42 (76, 24)	4.5 (84, 18)	4.43 (78, 23)	4.48 (81, 21)	4.56 (90, 12)
TBRI Empowering Principles Virtual Training	186	4.49 (86, 14)	4.58 (92, 10)	4.42 (76, 24)	4.5 (84, 18)	4.43 (78, 23)	4.48 (81, 21)	4.56 (90, 12)
TBRI Intro and Overview Virtual Training	306	4.51 (202, 32)	4.53 (204, 32)	4.37 (178, 46)	4.47 (191, 42)	4.45 (188, 43)	4.41 (184, 44)	4.52 (201, 35)
TBRI Intro and Overview Virtual Training	266	4.51 (202, 32)	4.53 (204, 32)	4.37 (178, 46)	4.47 (191, 42)	4.45 (188, 43)	4.41 (184, 44)	4.52 (201, 35)
Thrive: A Normalcy Training	99	4.67 (61, 12)	4.67 (62, 11)	4.63 (60, 12)	4.68 (61, 12)	4.64 (60, 13)	4.65 (61, 11)	4.64 (60, 13)
Transformational Leadership Virtual Training Series: Best Practices in Children's Residential	46	4.79 (26, 7)	4.82 (27, 6)	4.58 (21, 10)	4.61 (21, 11)	4.67 (22, 11)	4.52 (21, 8)	4.76 (25, 8)
Unify Facilitator Training 101	43	4.49 (16, 10)	4.56 (19, 6)	4.45 (17, 7)	4.52 (18, 7)	4.52 (17, 9)	4.52 (18, 7)	4.49 (17, 8)
Unify Intake and Investigations Train the Trainer	5	5 (1, 0)	5 (1, 0)	5 (1, 0)	5 (1, 0)	5 (1, 0)	5 (1, 0)	5 (1, 0)
Virtual Child Welfare Management Meeting	139	4.6 (80, 44)	4.65 (87, 37)	4.36 (67, 45)	4.43 (67, 51)	4.47 (70, 47)	4.41 (70, 46)	4.61 (83, 39)
Virtual New Child Welfare Worker Orientation	173	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual New Child Welfare Worker Orientation CWADM	1	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual New Child Welfare Worker Orientation	307	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual New Child Welfare Worker Orientation Elements of Engagement	114	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual New Child Welfare Worker Orientation Week 3	31	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual New Child Welfare Worker Orientation Week 3 CPI	1	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual New Child Welfare Worker Orientation Week 3 Family Services Program	4	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual New Child Welfare Worker Orientation Week 3 Foster Care Program	3	4.34 (76, 24)	4.34 (74, 27)	4.29 (70, 28)	4.36 (76, 25)	4.27 (68, 31)	4.31 (70, 30)	4.32 (71, 29)
Virtual Orientation for HD Staff	41	4.58 (29, 5)	4.8 (29, 4)	4.68 (25, 7)	4.77 (26, 8)	4.8 (27, 7)	4.8 (29, 3)	4.83 (28, 6)

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Virtual Suicide Prevention: Question, Persuade, Refer (QPR) Gatekeeper Training	54	4.78 (37, 6)	4.78 (38, 4)	4.57 (32, 7)	4.73 (35, 8)	4.66 (34, 7)	4.73 (35, 8)	4.75 (36, 7)
Worker Safety A: Personal Safety	53	4.25 (18, 27)	4.41 (25, 21)	3.9 (16, 20)	4.23 (21, 21)	4.15 (19, 23)	4.27 (22, 22)	4.17 (20, 21)
Worker Safety B: 4 A's of Worker Safety	43	4.32 (19, 14)	4.45 (21, 15)	3.95 (12, 17)	4.32 (19, 14)	4.19 (16, 15)	4.24 (16, 17)	4.27 (17, 16)
Comprehensive Unit Based CWADM Application	132	4.57 (435, 169)	4.61 (452, 162)	4.51 (410, 182)	4.55 (421, 184)	4.56 (428, 176)	4.6 (438, 173)	4.59 (433, 179)
Comprehensive Unit Based CWADM Application	126	4.57 (435, 169)	4.61 (452, 162)	4.51 (410, 182)	4.55 (421, 184)	4.56 (428, 176)	4.6 (438, 173)	4.59 (433, 179)
Comprehensive Unit Based CWADM Application	553	4.57 (435, 169)	4.61 (452, 162)	4.51 (410, 182)	4.55 (421, 184)	4.56 (428, 176)	4.6 (438, 173)	4.59 (433, 179)
Comprehensive Unit Based CWADM Application	68	4.57 (435, 169)	4.61 (452, 162)	4.51 (410, 182)	4.55 (421, 184)	4.56 (428, 176)	4.6 (438, 173)	4.59 (433, 179)
Domestic Violence - Virtual Training	30	4.58 (12, 9)	4.62 (13, 8)	4.62 (13, 8)	4.58 (12, 9)	4.58 (12, 9)	4.62 (13, 8)	4.58 (12, 9)
<b>Total</b>	6,717							

The following table shows how many users attended the 11 NCWWO cohorts with enrollment throughout the three weeks of training, with the exception of Group 2021-02A which was only offered to interns for Week 1:

New Child Welfare Worker Orientation Training:									
Group/ Session	Week 1			Week 2			Week 3		
	DCFS	IVE <sup>a</sup>	Total	DCFS	IVE <sup>a</sup>	Total	DCFS	PT <sup>b</sup>	Total
<b>(GROUP 2020-04)</b>	15	0	15	12	0	12	14	0	14
<b>(GROUP 2020-05)</b>	13	0	13	15	0	15	15	0	15
<b>(GROUP 2020-06)</b>	13	0	13	17	0	17	17	0	17
<b>(GROUP 2020-07)</b>	20	1	21	9	0	9	10	0	10
<b>(GROUP 2020-07A)</b>	16	1	17	16	0	16	17	0	17
<b>(GROUP 2020-08)</b>	17	0	17	17	0	17	18	0	18
<b>(GROUP 2021-01)</b>	18	1	19	19	1	20	20	27	47
<b>(GROUP 2021-02)</b>	10	1	11	14	0	14	15	5	20
<b>(GROUP 2021-02A) Week 1 Interns</b>	20	4	24	0	0	0	0	0	0
<b>(GROUP 2021-03)</b>	15	0	15	20	0	20	20	6	26
<b>(GROUP 2021-04)</b>	23	0	23	20	0	20	0	1	1
<b>Total</b>	165	8	173	159	1	160	146	39	185

*Note. Participants from group 2020-04 completed week one as part of the 2019-2020 fiscal year. IVE: Title IV-E Scholar students/graduates. PT: DCFS Staff that are transferring programs. DCFS Program Transfers (PT) are required to take three days of week three specialized training.*

**Ongoing Staff Training:** All DCFS CW employees are required to complete 20 hours of in-service training annually. In-service training hours are documented within a state fiscal year, which runs July 1, 2020 through June 30, 2021. DCFS Child Welfare staff have access to other training offerings that are tracked by DCFS and are reported in conjunction with the LCWTA Moodle data shared with them.

The following matrix reflects the status of Child Welfare Staff's training completion rates at the end of last SFY 2020-2021. The number of staff needing training, in each region, fluctuates due to transfers, retirements, and other reasons for separation from CW related

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positions. CW staff are working toward obtaining their required training hours for the fiscal year.

Statewide Child Welfare Staff's Completion Rates of Required Training													
June 2021 Data													
Region Name	Reg #	Total # Staff Needing Training	All Training Complete		Over 1/2 Training Complete		Over 1/4 Training Complete		Less Than 1/4 Training Complete		No Training Complete		% Total
New Orleans	1	98	85	87%	7	7%	1	1%	3	3%	2	2%	100%
Baton Rouge	2	69	43	62%	16	23%	6	9%	3	4%	1	1%	100%
Covington	3	155	144	93%	3	2%	2	1%	1	1%	5	3%	100%
Thibodaux	4	80	79	99%	0	0%	0	0%	0	0%	1	1%	100%
Lafayette	5	137	127	93%	8	6%	0	0%	1	1%	1	1%	100%
Lake Charles	6	64	59	92%	3	5%	1	2%	0	0%	1	2%	100%
Alexandria	7	84	79	94%	3	4%	0	0%	0	0%	2	2%	100%
Shreveport	8	109	100	92%	5	5%	0	0%	1	1%	3	3%	100%
Monroe	9	96	86	90%	2	2%	0	0%	1	1%	7	7%	100%
State Office	10	109	104	95%	2	2%	1	1%	0	0%	2	2%	100%
Centralized Intake		60	59	98%	1	2%		0%		0%		0%	100%
CQI		24	24	100%	0	0%	0	0%	0	0%	0	0%	100%
<b>TOTAL</b>		<b>1,085</b>	<b>989</b>	<b>91%</b>	<b>50</b>	<b>5%</b>	<b>11</b>	<b>1%</b>	<b>10</b>	<b>1%</b>	<b>25</b>	<b>2%</b>	<b>100%</b>

**Staff and Provider Trainings Update for SFY 2022:**

**STAFF AND PROVIDER TRAINING:**

The Louisiana Department of Children and Family Services (DCFS) is committed to supporting a competent, stable workforce as a top priority. Through the Louisiana Child Welfare Training Academy (LCWTA) strategic partnership involving DCFS, the Louisiana Universities Alliance, and the Pelican Center for Children and Families, Louisiana continues to expand the resources available to support child welfare training and workforce development. The LCWTA is committed to aligning and maximizing human, fiscal, technological, and programmatic resources to support high quality training and professional development of students, staff, foster parents, kinship caregivers, adoptive parents, providers, legal stakeholders, and other key community partners and working closely with DCFS staff to advance critical child welfare workforce investments. This includes supporting initial and on-going training and professional development of DCFS child welfare staff, foster and adoptive parents and providers as well as expanding training and professional development opportunities for legal stakeholders, law enforcement, students, and other key partners.

During the 2019-2020 and 2020-2021 fiscal years, two contributing factors altered the way training was conducted and evaluated. During that period of time, DCFS and LCWTA staff began the process of conducting registration and evaluation of training through the LCWTA online learning management system (LMS) regardless of training course format. This was done to ensure consistent and reliable reporting of participation and evaluation data. Secondly, training formats were shifted dramatically from previous years due to the

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COVID-19 pandemic. Prior to March of 2020, trainings were conducted through in-person formats for specific trainings, and self-paced trainings through the online LMS system for others. Beginning in March of 2020, all in-person trainings were cancelled or postponed. DCFS and LCWTA staff began moving all in-person courses to synchronous virtual courses hosted through the LCWTA LMS utilizing Zoom sessions. Training numbers decreased in some categories from previous years due to cancellations and postponements, however DCFS and LCWTA staff were able to successfully convert all courses to virtual synchronous and asynchronous formats by June 30th.

Due to this conversion of training, evaluations were standardized to increase the ability to compare current and future training outcomes. In past years, evaluations differentiated between user types (staff, foster/adoptive caregivers, and community partners) in terms of wording. Beginning in July of 2019, evaluations were differentiated by training type, either in-person or online training. The format of the evaluations are five (5) questions for online trainings and ten (10) questions for in-person trainings, termed instructor led trainings. During the 2021-2022 fiscal year, the number of users enrolled in the LMS decreased as the number of users needing to access training stabilized from the two previous years. However, the number of trainings and evaluations captured in the LMS increased from previous years by over 14,000 training sessions. The following table summarizes the different categories and subcategories of trainings offered to all Child Welfare and Non-Child Welfare Staff, Foster/Adoptive Parents, Community Partners, and Title IV-E University students and faculty:

Parent Category	Subcategory	Number of trainings
<b>Community Partners</b>	General	11
	Legal	3
	LGBTQ	2
	QPI	8
	Safety, Permanency and Well Being	10
	Working with Youth & Adolescents	11
<b>DCFS Classroom</b>	Ongoing Training Classroom	40
<b>DCFS Staff</b>	General	20
	Legal	4
	LGBTQ	2
	Mandatory	7
	QPI	8
	Safety, Permanency and Well Being	15
	Wellness	2
Working with Youth & Adolescents	10	
<b>Foster Parents</b>	Adjust	3
	Affects of Fostering	5
	Mandatory	4
	Recommended Course 1 <sup>st</sup> Year Fostering	4
	Specific Needs	17
	Teamwork	7
<b>Foster Parent Pre-Service</b>	A Journey Home	9
	Mandatory Courses	4

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<b>In-Person Trainings</b>	Community Partners	36
	Foster Parent Classroom	9
	In-Person Trainings	1
<b>Miscellaneous</b>	Hidden Courses	6
	Miscellaneous	2
<b>New Child Welfare Worker Orientation</b>	New Worker Orientation	18
<b>No Classification</b>	Not labelled	2
<b>Supervisor Training</b>	Supervisor Training	8
	Support Groups	6

**LCWTA Highlights:**

Some highlights illustrating the functioning and expanded investments in Louisiana’s child welfare training and workforce development system in the last SFY include:

- The number of trainings offered in the LMS during FY 2021-2022 (21-22) increased to 294.
- As a result of the ongoing pandemic, DCFS and LCWTA staff quickly acquired additional skills in offering virtual, interactive online trainings and worked quickly to convert trainings so that necessary trainings could still be offered. More than 500 sessions were provided to DCFS Child Welfare and Non-Child Welfare Staff, Foster/Adoptive parents and other Community Partners.
- Multiple programs/courses adapted and/or created and offered virtually to meet learning and development needs. The learning and development team’s knowledge and skills in providing interactive learning experiences in multiple formats expanded exponentially since SFY’s 2019-2020.
- The number of users in the LCWTA Moodle stabilized in FY 2021-2022 60,157 users completing trainings in the LMS.
- While the number of users stabilized, the number of completed trainings greatly increased to last fiscal year due to the expansion in the number of training offerings and COVID-19 related fears from participants attending in-person trainings.
- The total number of trainings completed on the LCWTA Moodle in FY 21-22 (95,218) increased from the previous year FY20-21 (80,766), an increase of 17.89%.
- The highest course completion rate was recorded by the Mandatory Reporters Classification.
- 67,847 training evaluations were recorded by users in the LMS during FY21-22, compared to 46,458 evaluations last fiscal year, and 36,626 the previous year. The number of completed evaluations increased by 46%.

The LCWTA maintained the functions of training course registration, implementation of synchronous and asynchronous training, evaluation of courses through pre and posttest administration, and satisfaction evaluations for the DCFS training courses offered in 2021 and 2022 through its learning management system (Moodle). The LCWTA and the DCFS

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Training Unit has adapted to the impact of the Covid-19 pandemic and are proficient in providing virtual training that incorporates interactive learning methodologies based on methods in instructional design. The LCWTA hired a full-time instructional designer to advance the use of interactive on-line training courses and to guide the team in creating and implementing interactive training modalities that will meet the needs of adult learners. The training unit also expanded the contract with Moodle US, a company with instructional design expertise for ongoing new worker training development. The LCWTA initiated a sole source contract with Moodle US to transition the current LMS to a workforce development Moodle LMS for use in 2023 or possibly 2024.

**The University Alliance (UA):** The UA in partnership with the LCWTA, the Pelican Center and DCFS, has greatly expanded its capacity to carry out the mission of supporting a competent, stable workforce as it relates to recruitment, retention, learning, and infrastructure. The UA made a significant expansion during the 2021-2022 time period. In January of 2021, NSU contracted directly with Nicholls State University's Psychology Department to pilot a scholar program in the Thibodeaux Region. After a successful pilot program in which two scholars completed their internships and were hired by the department, Nicholls was incorporated as a member of the Alliance. Other progress was made pertaining to the scholar program, research, and infrastructure.

- UA staff continued to assist the DCFS with implementation and analysis of multiple practice evaluation projects: Home Development Unit Quarterly Surveys, Monthly Supervisory Engagement Surveys, and other one-time projects related to engagement.
- UA staff partnered with LCWTA and the DCFS staff to assess Moodle Workplace as an upgraded learning platform.
- UA staff further developed the community of practice model as an intervention for student scholars with the intention of developing the intervention for early career workers.
- Louisiana continued to utilize a competency-based screening and selection process to select Title IV-E Child Welfare Scholars and new child welfare employees. Scholars for 2021-2022 were screened to determine if they could perform the essential duties of the child welfare specialist position. Additional screening measures are being developed to increase goodness-of-fit.
- The Alliance partnered with the DCFS to fund monetary awards for internship supervisors. The first awards were given in the summer of 2022 to all DCFS employees who supervised a student and EESP scholars.
- UA and LCWTA leadership continued making investments towards expanding the Employee Educational Support Program, which provides tuition dollars for employees wanting to work towards the MSW. The UA continued to fund 11 continuous employee scholar spots at LSU, 8 at GSU, and 5 at SUNO. GSU notified University Alliance staff that they had been approved for and were developing an Online MSW program, which has been delayed due to GSU administration. This program will allow more employees across the state with opportunities to work towards the MSW degree.
- GSU developed the first University Alliance invested certificate program by creating an 18 hour (for college credit) Advanced Supervisory Certificate Program.

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The certificate program was approved by the Louisiana University System and began implementation in the fall semester of 2021. The DCFS had twelve staff complete this program in June 2022. There is an application process and the next session will begin in August 2022.

- Southern University at Baton Rouge modified the child-welfare simulation lab curriculum for both online and face-to-face cohorts and continue to present trainings in both formats.
- Work has continued to realign university child-welfare course offerings for greater continuity and development of the Louisiana Child Welfare workforce.
- The DCFS staff facilitated greater participation of employees in Title IV-E Child Welfare Scholar (aka Stipend) Support Groups. Participants reported finding great value in the groups and often seek to participate beyond their first three years of employment.
- Southern University of New Orleans developed the curriculum for an Intra-professional Certificate Program to support effective practice with children and families across multiple disciplines. The curriculum was submitted to the Southern Board of Education in the summer of 2022.
- The LCWTA and the DCFS continues with a partnership with the Center for Adoption and Support (C.A.S.E.) and the Children’s Bureau to be a part of The National Adoption Competency Mental Health Training Initiative (NTI). This partnership has enabled child welfare staff to participate in a state of the art, web-based adoption training program. The training includes eight interactive learning modules and additional modules for supervisors. The initiative was designed to enhance the worker’s skills in trauma informed care, addressing behavioral and mental health needs of children in care, ability to promote stability and permanency for children and increasing understanding of the complexities of adoption, kinship care arrangements and guardianships. The LCWTA worked with NTI to get the training modules formatted to fit with the academy’s Learning Management System (LMS) so that workers can register, take pre/post-test and be tracked through the system. Louisiana collaborated with N.T.I. and C.A.S.E. to initiate implementation of the promising evidence-based Training in Adoption Competency (TAC) for the mental health provider community, with Louisiana lead trainers participating in TAC Train the Trainer sessions in May 2021 and the first cohort was launched by September 2021.
- The LCWTA is working with the DCFS DEI Unit to assess future trainings related to race equity, disproportionality, and inclusion in child welfare.
- External partners, including Plummer and Annie E. Casey, continue to compliment the DCFS/LCWTA team on its exceptional level of professionalism, customer service, and quality in creation and support of quality learning experiences.

**LMS Users:**

The LCWTA Moodle provides the possibility for tracking the number of learners who are completing an e-Learning course. Tracking user completion is useful for identifying what is and isn't working regarding design, course material, and other factors that allow the overall course improvement that will help Child Welfare and Non-Child Welfare staff on their roles.

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The following chart shows a breakdown of users by type coded by the LMS system. DCFS staff, Foster/Adoptive Caregivers, and Foster Pre-Service users are automatically enrolled into the LMS system by region. All other users are self-enrolled or are staff assisted with enrollment into the LMS system. Enrollments during 2021-2022 decreased from the year before by almost 5,000 users. This was not unexpected as the number of users the previous year was due to increased need pertaining to the COVID-19 pandemic and changes in legislation for mandatory reporters as well, an increase in the number of trainings and potential trainees.

Classification	# of Users by Type	Trainings Completed by User Type	Hours
<b>DCFS Staff</b>	<b>1,484</b>	<b>11,031</b>	<b>3,905.5</b>
Child Welfare Staff	1414	10854	3821.25
Administrative Staff	28	61	27
WAE	33	87	43.5
Non-Child Welfare DCFS Staff	9	29	13.75
<b>Community Partner</b>	<b>54,678</b>	<b>59,074</b>	<b>81,756.5</b>
Mandatory Reporters: Community Partner	52,369	56,384	78312.75
Law Enforcement	103	115	152.25
Judicial	26	31	41.5
CASA	49	86	88.5
Student	2131	2458	3161.5
<b>Foster Caregiver</b>	<b>3,940</b>	<b>24,848</b>	<b>3,750.25</b>
Foster Parent Pre-Service	1001	4658	1037.25
Louisiana Foster/Adoptive Parent	2939	20190	2713
<b>IV-E</b>	<b>55</b>	<b>265</b>	<b>103.75</b>
Student	49	256	80.5
UA Member	6	9	23.25
<b>Totals</b>	<b>60,157</b>	<b>95,218</b>	<b>89,516</b>

*For the purpose of analysis, all user types are considered community partners except for DCFS staff, Adoptive/Foster Caregiver, and IV-E participants.*

**Overall of Trainings Provided 2021-2022 (captured by the LMS):**

The LCWTA Moodle registered a total of 294 distinct courses. All courses included multiple section offerings. These courses covered a variety of different topics, formats, and training activities to help support initial and on-going training and professional development of DCFS child welfare staff, foster and adoptive parents and providers.

Subcategory	Common Name	Hours	Total Participants	Louisiana DCFS Staff	Louisiana Foster/Adoptive Parent	Community Partners	IV-E	Hours awarded
<b>A Journey Home</b>	A Journey Home: Session 1	NONE	31	0	31	0	0	NONE
	A Journey Home: Session 2	NONE	16	0	16	0	0	NONE

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	A Journey Home: Session 3	NONE	18	0	18	0	0	NONE
	A Journey Home: Session 4	NONE	12	0	12	0	0	NONE
	A Journey Home: Session 5	NONE	7	0	7	0	0	NONE
	A Journey Home: Session 6	NONE	5	0	5	0	0	NONE
	A Journey Home: Session 7	NONE	15	0	15	0	0	NONE
	A Journey Home: Session 8	NONE	14	0	14	0	0	NONE
	Journey Home Pre-Service Kinship Training	6	904	1	895	8	0	5,424
<b>Community Partners</b>	TBRI Connecting Principles Virtual Training	6	192	68	23	101	0	1152
	TBRI Empowering Principles Virtual Training	6	1	29	1	0	0	6
	TBRI Intro and Overview Virtual Training	6	205	53	43	109	0	1,230
<b>Foster Parent Classroom</b>	Child Development Series Infant 2 Years Old: Virtual	3	43	0	43	0	0	129
	Real Life Skills for Independent Living- Virtual Training	3	20	0	20	0	0	60
	Child Development Preschool Virtual Training	3	74	0	74	0	0	222
	Providing Culturally Affirming Care 3.0: A Mosaic Portrait	3	0	0	0	0	0	0
	Ready, Set, ZOOM!	3	0	0	0	0	0	0
	Thrive: A Normalcy Training	2.75	0	0	0	0	0	0
	Caring for Gay, Lesbian, Bisexual, Transgender and Questioning (LGBTQ+) Youth	0.5	0	0	0	0	0	0
<b>General</b>	Care Setting Preservation	0.75	36	34	0	0	2	27
	Cultural Compassion: Addressing Implicit Bias Module 1	1	440	107	209	115	9	440
	Cultural Compassion: Addressing Implicit Bias Module 2	0.5	68	27	18	23	0	34
	DCFS Caseworker Clinical Training – Drug Screening Testing Process 2020	0.75	163	162	0	0	1	122.25
	DCFS Clerical and Supervisor Training – Drug Screening Testing Process 2018, 2019, and 2020	0.75	12	11	0	0	1	9
	Documentation Training	1.5	166	163	1	0	2	249
	Human Trafficking 101	0.75	1201	664	207	310	20	900.75
	Human Trafficking Intermediate. Case Worker: Virtual	9	23	18	0	5	0	207
	Integration Audits for ACCESS	2	29	28	0	0	1	58
	Introduction to CLEAR Virtual Training	0.75	229	229	0	0	0	171.75
	Introduction to Trauma-Informed Education	1	2	2	0	0	0	2
	Mandatory Reporter Training	1.5	58227	341	3678	54186	22	87340.5
	Objective Documentation	3	136	136	0	0	0	408
	One Heart Can Make a Difference: Impacting Lives through Dynamic Service Excellence	1.75	266	84	5	176	1	465.5
	Putting Ethical Principals into Practice	3.5	392	392	0	0	0	1372
	QIC WD: Case Review Instrument	0.75	24	23	0	0	1	18
	QRTP- What Child Welfare Staff Need to Know	0.5	565	565	0	0	0	282.5
	Removed Module 1	0.5	157	44	4	108	1	78.5

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	Removed Module 2	0.5	133	41	4	87	1	66.5
	Screening and Selection of Entry Level Staff	0.25	8	6	0	0	2	2
	Social Work Ethics: A Celebration of Who We Are	3	177	171	0	2	4	531
	Supervisory Engagement Survey Training	0.25	18	17	0	0	1	4.5
	The Developmental Disabilities Service System: Navigating the Road	0.5	212	31	83	96	2	106
	TIPS to ACESS	3	26	24	0	0	2	78
	Transportation Assistance	0.25	23	22	0	0	1	5.75
<b>Subcategory</b>	<b>Common Name</b>	<b>Hours</b>	<b>Total Participants</b>	<b>Louisiana DCFS Staff</b>	<b>Louisiana Foster/Adoptive Parent</b>	<b>Community Partners</b>	<b>IV-E</b>	<b>Hours awarded</b>
<b>IVE Support Group</b>	IVE Stipend Support Group	1.5	0	0	0	0	0	0
	Virtual IVE Stipend Support Group Meeting	1.5	15	8	0	0	7	22.5
<b>Legal</b>	How to Give Effective Courtroom Testimony	1	71	67	0	0	4	71
	How to Prevent Common Integration Audit Errors in ACESS Cases: A Step-by-Step Guide	0.5	36	35	0	0	1	18
	Indian Child Welfare Act	1.5	125	73	2	48	2	187.5
	Louisiana Kinship Navigator	1	408	74	149	184	1	408
	What's New with ICWA	1	43	25	0	17	1	43
<b>LGBTQ</b>	Court 101	1	631	1	546	83	1	631
	Opening Doors: Working with LGBTQ Children, Youth, and Families in Child Welfare	1	431	222	114	80	15	431
<b>Mandatory Courses</b>	Assessing Safety in Child Welfare	1	129	123	0	2	4	129
	Child Welfare Assessment and Decision-Making Overview	1.5	56	55	0	0	1	84
	Engagement in the Family Team Meeting Process	0.5	85	83	0	0	2	42.5
	NIECE 2.0 Overview – Security and Casework	1.25	431	424	6	0	1	538.75
	Quality Matters: Quality Contacts	2.5	83	83	0	0	0	207.5
<b>Miscellaneous</b>	NTI Adoption Competency Program	20	7	7	0	0	0	140
	Regular Certification: A Journey Home	3	0	0	0	0	0	0
	Using Media Effectively with Young Children & Virtual Visitation Part 1: Virtual Communication with Young Children	1	2	0	1	1	0	2
	Using Media Effectively with Young Children & Virtual Visitation Part 2: Using Media Play with Young Children	1	0	0	0	0	0	0
<b>Subcategory</b>	<b>Common Name</b>	<b>Hours</b>	<b>Total Participants</b>	<b>Louisiana DCFS Staff</b>	<b>Louisiana Foster/Adoptive Parent</b>	<b>Community Partners</b>	<b>IV-E</b>	<b>Hours awarded</b>
<b>New Worker Orientation</b>	New Child Welfare Worker Orientation Week 1	22.5	123	115	0	2	6	2767.5
	New Child Welfare Worker Orientation Week 2	26.5	113	111	0	2	0	2994.5
	New Child Welfare Worker Orientation Week 3	25	111	109	0	2	0	2775
	Structured Activities Week 1	20	78	73	0	0	5	1560

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	Structured Activities Week 1 v2	17	118	108	0	2	8	2006
	Structured Activities Week 2	20	79	79	0	0	0	1580
	Structured Activities Week 2 v2	20	67	66	0	1	0	1340
	Structured Activities Week 3	20	156	156	0	0	0	3120
	Structured Activities Week 3 Program Transfer	20	39	39	0	0	0	780
<b>Ongoing Training Classroom</b>	A General Discussion of Child Abuse and Identifying Medical Neglect in the Medically Fragile Child	2	0	0	0	0	0	0
	Adult Behavioral Health A: Schizophrenia and Anxiety Disorders	2	0	0	0	0	0	0
	Access Virtual Training	1	1	1	0	0	0	1
	Adult Behavioral Health B: Mood Disorders	2	0	0	0	0	0	0
	Advanced CWADM for Managers and Supervisors Virtual Training	9	0	0	0	0	0	0
	Anxiety Disorders Can Be Worrisome	1.25	90	89	1	0	0	112.5
	Assessing Learning Development Needs of Child Welfare Clerical Administrative Staff Through Virtual Focus Groups	1	20	19	0	1	0	20
	Behavioral Health Services for Children under Louisiana Medicaid Available Services and How to Access	1.5	85	85	0	0	0	127.5
	Child Behavioral Health A: Trauma and Post-Traumatic Stress Disorders	2	0	0	0	0	0	0
	Child Behavioral Health B: Disruptive Behaviors	2	0	0	0	0	0	0
	Comprehensive Unit Based CWADM Application	4	0	0	0	0	0	0
	Courtroom Simulation Lab	6.5	21	21	0	0	0	136.5
	DCFS Child Development Virtual Training	11.5	0	0	0	0	0	0
	DCFS NCWWI Virtual Supervisor Training	108.75	0	0	0	0	0	0
	Domestic Violence	6	404	400	2	0	2	2424
	Family Preservation Team Meeting	12.25	48	2	1	45	0	588
	Family Search and Engagement	5.5	416	412	3	1	0	2288
	FINS Referral Form Training	1	142	139	2	0	1	142
	Form 5-Safety Assessment Prerequisite	0.5	0	0	0	0	0	0
	Foster Family Recruitment, Development, and Support: During the COVID-19 Pandemic and Beyond Virtual Training	2	0	0	0	0	0	0
Implementing Act 350 of the 2021 Regular Legislative Session: Diligent Search for Relatives and Significant Individuals Et Al.	1	144	143	0	0	1	144	
Intersections When Domestic Violence Perpetration Substance Abuse and Mental Health Meet – DCFS	3	50	48	2	0	0	150	
Monroe Teambuilding Virtual Training	2.25	103	100	3	0	0	231.75	

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	Multiple Pathways to Harm- A Comprehensive Assessment Framework	2	48	48	0	0	0	96
	New/Revised Court Templates Session 1	2	149	148	0	0	1	298
	New/Revised Court Templates Session 2	2	0	0	0	0	0	0
	Partnering with Survivors	2	17	17	0	0	0	34
	Planful Transitions	5.5	63	62	1	0	0	346.5
	QIC Supervisor & Employee Teambuilding Part 2: A Virtual Red-Carpet Experience	1.75	0	0	0	0	0	0
	QIC Supervisor & Employee Teambuilding Part 2: A Virtual Red-Carpet Experience	1.75	0	0	0	0	0	0
	QIC Teambuilding Clinic for Supervisors and their Units	1	0	0	0	0	0	0
	QIC WD Teambuilding: A Virtual Red-Carpet Experience	2	0	0	0	0	0	0
	Ready Set Drive: Teen Driver Safety	0.5	222	30	153	39	0	111
	Safe & Together: An Introduction to the Model	2	202	200	2	0	0	404
	Sex Trafficking Institute for Caseworkers - Virtual Training	18	0	0	0	0	0	0
	Sex Trafficking Institute for Supervisors	2	0	0	0	0	0	0
	Specialized Youth Worker Training	5.5	0	0	0	0	0	0
	Title IV-E Stipend Intern Orientation and Supervisor Workshop	3.25	55	22	0	2	31	178.75
	Unify Facilitator Training 101	6	18	18	0	0	0	108
	Unify Intake and Investigations Train the Trainer	13	0	0	0	0	0	0
	Virtual Child Welfare Management Meeting	3	0	0	0	0	0	0
	Virtual Orientation for HD Staff	2	0	0	0	0	0	0
	Virtual Suicide Prevention: Question, Persuade, Refer (QPR) Gatekeeper Training	2	1	1	0	0	0	2
	Worker Safety A: Personal Safety	2	0	0	0	0	0	0
	Worker Safety B: 4 A's of Worker Safety	2	0	0	0	0	0	0
<b>Subcategory</b>	<b>Common Name</b>	<b>Hours</b>	<b>Total Participants</b>	<b>Louisiana DCFS Staff</b>	<b>Louisiana Foster/Adoptive Parent</b>	<b>Community Partners</b>	<b>IV-E</b>	<b>Hours awarded</b>
<b>QPI</b>	Comfort Calls and Ice Breakers	0.75	163	21	124	17	1	122.25
	Culture Clash: Bringing the Perspective of Child Development to Social Services and Family Court	1.5	422	67	310	44	1	633
	Icebreaker Meetings	0.5	186	0	170	16	0	93
	Keeping Youth Technically Connected	1	276	22	238	15	1	276
	NEICE 2.0: Overview, Security, and Casework	1.25	431	424	6	0	1	538.75
	Parent Perspective for System Change in QPI	1.75	398	43	327	27	1	696.5
	QPI: Putting Parenting First	2	92	91	0	0	1	184
	The Connected Child	3	367	73	294	0	0	1101
	The Power of Connection: How Resource Families Can Support	1.25	316	43	246	26	1	395

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	Adolescents Through COVID-19 Crisis							
	What is QPI?	1	280	83	175	22	0	280
	Working with LGBTQ Youth	1.5	411	160	140	111	0	616.5
<b>Subcategory</b>	<b>Common Name</b>	<b>Hours</b>	<b>Total Participants</b>	<b>Louisiana DCFS Staff</b>	<b>Louisiana Foster/Adoptive Parent</b>	<b>Community Partners</b>	<b>IV-E</b>	<b>Hours awarded</b>
<b>Safety, Permanency and Well Being</b>	A Warm DCFS Introduction to Family First Prevention	0.5	38	34	0	0	4	19
	Asthma and Diabetes Management	1	173	23	131	17	2	173
	Car Seat Safety	0.75	250	41	158	49	2	187.5
	CPR and Choking Emergency Refresher	0.5	3697	34	3575	86	2	1848.5
	Form 5-Safety Assessment Overview	0.5	19	17	0	0	2	9.5
	Guardianship	0.25	92	90	0	0	2	23
	Implementing Act 350 of the 2021 Regular Legislative Session Diligent Search for Relatives and Significant Individuals Et Al. DCFS	0.75	165	164	0	0	1	123.75
	Infant Safety: Tragedy in the Backseat	0.5	229	28	176	25	0	114.5
	Medication Management	0.5	3776	1	3650	123	2	1888
	Orientation to Family Preservation Team Meeting	0.5	206	203	0	1	2	103
	Permanency Matters: Pursuing Timely Permanency for Louisiana's Children	1.75	51	25	3	22	1	89.25
	Revisions to the Assessment of Family Functioning and Case Plan for Family Services and Foster Care	0.25	16	12	0	0	4	4
	Safe Sleep, Reducing the Risk of SIDS and SUID	0.75	4247	78	3528	638	3	3185.25
	Safety Plan Training Part I	3	130	128	2	0	0	390
	Safety Plan Training Part II	1	8	8	0	0	0	8
	Splash into Safety: Water Safety Workshop	0.75	244	2	215	25	2	183
	Structured Decision Making®: Core Concepts Training	1.25	13	11	1	0	1	16.25
	Supporting Wellness: Caring for Ourselves	1	1289	215	703	367	4	1289
	Teaming for Culture Change	0.5	173	19	117	34	3	86.5
	Trauma Behavioral Health Screen Training	0.75	99	96	2	0	1	74.25
<b>Supervisor Training</b>	Child Welfare Supervisor Support and Capacity Building Program Orientation	2	49	49	0	0	0	98
	Child Welfare Supervisor Support and Capacity Building Program-Module 1 Preparing for	12	67	67	0	0	0	804
	Child Welfare Supervisor Support and Capacity Building Program Module 2	12	48	48	0	0	0	576
	Child Welfare Supervisor Support and Capacity Building Program Module 3: Supervising and Supporting Your Team	12	79	79	0	0	0	948
	Child Welfare Supervisor Support and Capacity Building Program Module 4: Supervising for Safety and Permanency	12	81	81	0	0	0	972

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	Child Welfare Supervisor Support and Capacity Building Program Module 5: Respectful Accountability – The Role of the Supervisor	12	68	68	0	0	0	816
	Child Welfare Supervisor Support and Capacity Building Program Module 6: Supervising as Leaders in the Agency and Community	12	69	69	0	0	0	828
	Supervisor Support and Capacity Building Program Graduation	2	6	6	0	0	0	12
	Virtual New Child Welfare Worker Orientation Week 3 CPI	18	35	35	0	0	0	630
<b>Support Groups</b>	Child Welfare Supervisor Support and Capacity Building Program	2	0	0	0	0	0	0
	Supervisor Support Group 1: Compassion Fatigue and Secondary Traumatic	2.75	21	21	0	0	0	57.75
	Supervisor Support Group 2: Secondary Traumatic Stress Prevention	2.75	32	32	0	0	0	88
	Supervisor Support Group 3: Working in Child Welfare During COVID 19	2.75	32	32	0	0	0	88
	Supervisor Support Group 4: Countertransference and Boundaries	2.75	31	31	0	0	0	85.25
	Supervisor Support Group 5: Compassion Satisfaction and Gratitude	2.75	23	23	0	0	0	63.25
	Supervisor Support Group 6: Self-Compassion	2.75	25	25	0	0	0	68.75
<b>Subcategory</b>	<b>Common Name</b>	<b>Hours</b>	<b>Total Participants</b>	<b>Louisiana DCFS Staff</b>	<b>Louisiana Foster/Adoptive Parent</b>	<b>Community Partners</b>	<b>IV-E</b>	<b>Hours awarded</b>
<b>Working with Youth &amp; Adolescents</b>	Bullying 101	0.75	874	66	152	654	2	655.5
	Bullying 201: Cyberbullying	0.75	483	52	92	337	2	362.25
	Extended Foster care	0.75	68	64	1	1	2	51
	Intercept Intensive In-Home Services	0.75	4	4	0	0	0	3
	Maximizing the Power of Adolescence	1.5	478	142	256	79	1	717
	Open Table	0.5	88	85	0	1	2	44
	Our Girls Our Communities: The Experience of Black Girls and Young Women in Foster Care	0.5	220	31	159	28	2	110
	TBRI Connecting Principles	1	882	40	651	191	0	882
	Transformational Leadership Virtual Training Series: Best Practices in Children's Residential	6	10	8	1	0	1	60
	Understanding and Managing Behavior: An ABA Approach	0.5	409	21	294	94	0	204.5
<b>Wellness</b>	Avoiding Burnout: Exhibiting Ethical Self-Care	1	220	216	1	0	3	220
<b>Grand Total</b>		<b>741</b>	<b>92685</b>	<b>11285</b>	<b>22312</b>	<b>58888</b>	<b>229</b>	<b>155220.25</b>

**Initial Staff Training:** All New DCFS Child Welfare employees are required to complete 74 hours of training in their first year of employment, and 60 hours of structured exercises. All new DCFS Child Welfare employees are enrolled by their supervisors and assigned to New Child Welfare Worker Orientation (NCWWO). The new worker is then assigned to cohorts upon notice of hire from the Human Resources section prior to the assignment of cases. Based on the data provided by the LMS system, between July 1, 2021 and June 30,

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2022, 181 new workers went through the New Child Welfare Worker Orientation Week 1 training, 154 through week 2 training, and 176 through Week 3 training.

Multiple co-horts (9) of New Child Welfare New Worker Orientation were held during state fiscal year 2021-2022 to support newly hired employees timely completing initial training required for equipping them with the basic skills and knowledge for their positions. A child welfare staff person monitors the bi-weekly Child Welfare New Hire Report and works closely with supervisors to assure all new child welfare staff are enrolled and complete required training. While we have procedures in place to confirm the enrollment and movement of new child welfare staff through required new child welfare staff training consistent with meeting statutory requirements, we do not currently have the ability to readily aggregate and report the multiple intersecting flows of new staff through the program to reflect the requested information over time. LCWTA is moving to a new Moodle system that will have more robust tracking and reporting capabilities in the future (2024). We have initiated and will be following up on conversations relating to putting in place an interface between the DCFS HR system and the new LCWTA Moodle system that will be needed to support that richer, more robust tracking and reporting for the future.

New Child Welfare Worker Orientation Training						
Group	Hours	Total	Louisiana DCFS Staff	Community Partners	IV-E	Hours Awarded
New Child Welfare Worker Orientation Week 1	22.5	189	181	2	6	4253
New Child Welfare Worker Orientation Week 2	26.5	156	154	2	0	4134
New Child Welfare Worker Orientation Week 3	25	178	176	2	0	4450
Structured Activities Week 1	20	78	73	0	5	1560
Structured Activities Week 1 v2	17	118	108	2	8	2006
Structured Activities Week 2	20	79	79	0	0	1580
Structured Activities Week 2 v2	20	67	66	1	0	1340
Structured Activities Week 3	20	156	156	0	0	3120

**Evaluation of Trainings:**

All evaluations completed in the 2021-2022 fiscal year were completed through the online LMS system. The system allows for data to be captured and held in secured digital locations. Evaluations are not mandatory as part of the training completion as mandating the evaluation would potentially skew the results and de-anonymize the results. With the evaluations being anonymized, the results are considered closer to the participant's true perceptions.

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The format of the two evaluations are as follows:

Five (5) question evaluations:

1. In my opinion, the content of this training provided me with knowledge and skills I need for my role.
2. In my opinion, children and families will benefit from knowledge and skills participants gained during this training.
3. Overall, I am satisfied with my online training experience.
4. How confident are you that you will be able to apply the information you learned in this training? (0= cannot do at all, 5=moderately certain I can do, 10= highly certain I can do)
5. Please provide any additional feedback (training activities, training video, training topics, content, etc.)

Ten (10) question evaluation format:

1. I felt the trainer(s) demonstrated expertise related to the training topic through knowledge, skills and practice.
2. I felt like the trainer(s) maintained an atmosphere of courtesy and respect in this training.
3. I felt actively engaged throughout this training.
4. I felt like the trainer(s) encouraged me to relate course content to real life situations and/or practice.
5. I felt the training materials and the in-class activities were helpful to building knowledge and skills in this topic.
6. In my opinion the content of this training provided me with knowledge and skills I need for my role.
7. In my opinion children and families will benefit from knowledge and skills participants gained during this training.
8. How did you hear about this training?
9. What suggestions do you have for additional training topics?
10. Do you have any additional feedback?

All questions above are on a scale of 1-5 unless noted in the question with 1 being the highest and 5 being the lowest rating on a Likert scale. For analysis, all five-point scales were reverse coded for ease of interpretation. All qualitative questions answers are recorded and analyzed for necessary changes in programming but are excluded from this report due to the volume of responses. Most responses are categorized as the training being “great” or positive. For this reason, quantitative analysis found on page (#) looks only at questions 1-4 of the five-question evaluation and 1-7 of the ten-question evaluations.

During the COVID-19 pandemic, trainers who developed courses were required to make decisions regarding which evaluations to use. While some trainings were considered instructor-led, the trainers chose to use the five-question evaluations as they were occurring through the online learning management system. The majority of evaluations (42,069) utilized the short format. Only 4,389 evaluations used the longer format. On a construct level, the evaluations are similar.

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Evaluation Results

Below are the results of the trainings recorded in the online LMS. For each question, the number represents the median score.

Common Name of Training	Q1	Q2	Q3	Q4
A Journey Home Pre-Service Kinship Training	4.53	4.55	4.50	8.86
A Journey Home: Session 1	4.52	4.53	4.51	9.27
A Journey Home: Session 2	4.58	4.60	4.57	9.14
A Journey Home: Session 3	4.50	4.51	4.52	9.21
A Journey Home: Session 4	4.70	4.72	4.67	9.23
A Journey Home: Session 5	4.61	4.64	4.57	8.91
A Journey Home: Session 6	4.67	4.67	4.61	9.11
A Journey Home: Session 7	4.56	4.58	4.56	9.25
A Journey Home: Session 8	4.57	4.59	4.58	9.18
A Warm DCFS Introduction to Family First Prevention	4.53	4.58	4.60	8.81
Assessing Safety in Child Welfare	4.52	4.52	4.46	8.73
Asthma and Diabetes Management	4.38	4.41	4.39	8.30
Avoiding Burnout: Exhibiting Ethical Self-Care	4.41	4.41	4.41	8.51
Bullying 101	4.28	4.28	4.23	8.39
Bullying 201: Cyberbullying	4.43	4.45	4.42	8.62
Car Seat Safety	4.45	4.45	4.41	8.93
Care Setting Preservation	4.44	4.48	4.49	8.19
Caring for Gay, Lesbian, Bisexual, Transgender, and Questioning (LGBTQ+) Youth				
Comfort Calls and Ice Breakers	4.52	4.53	4.47	8.68
Court 101	4.45	4.48	4.44	8.44
CPR and Choking Emergency Refresher	4.61	4.63	4.59	8.94
CPS Case History	4.55	4.65	4.35	9.25
Cultural Compassion: Addressing Implicit Bias Module 1	4.35	4.37	4.36	8.37
Cultural Compassion: Addressing Implicit Bias Module 2	4.35	4.36	4.36	8.50
Culture Clash: Bringing the Perspective of Child Development to Social Services and Family Court	4.40	4.40	4.38	8.38
CWADM Overview	4.49	4.50	4.46	8.29
DCFS Caseworker Clinical Training	4.55	4.54	4.50	8.36
DCFS Clerical and Supervisor Training	4.67	4.67	4.67	8.11
Documentation Training	4.51	4.51	4.49	8.77
Domestic Violence	4.51	4.55	4.48	8.71

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Engagement in the Family Team Meeting Process	4.58	4.58	4.55	8.62
Extended Foster Care	4.40	4.39	4.39	8.39
Family Preservation Team Meeting	4.38	4.50	4.38	7.27
FINS Referral Form Training	4.53	4.53	4.56	8.52
Form 5-Safety Assessment Overview	4.35	4.35	4.32	8.23
Form 5-Safety Assessment Prerequisite	4.41	4.44	4.34	8.57
Foster Parent Roles & Responsibilities	4.40	4.38	4.36	8.41
Guardianship	4.52	4.56	4.52	8.68
How to Give Effective Courtroom Testimony	4.52	4.51	4.52	8.70
How to Prevent Common Integration Audit Errors in ACESS Cases: A Step-by-Step Guide	4.19	4.19	4.25	8.13
Human Trafficking 101	4.46	4.47	4.45	8.58
Icebreaker Meetings	4.52	4.52	4.49	8.61
Implementing Act 350	4.43	4.40	4.41	8.60
Indian Child Welfare Act	4.39	4.43	4.44	8.22
Infant Safety: Tragedy in the Backseat	4.52	4.52	4.50	8.78
Integration Audits for ACESS	4.41	4.29	4.32	7.74
Intercept Intensive In-Home Services	4.67	4.67	4.67	9.00
Intersections: When Domestic Violence Perpetration, Substance Abuse, and Mental Health Meet	4.50	4.50	4.50	8.30
Introduction to CLEAR	4.41	4.37	4.38	8.35
Introduction to Trauma-Informed Education	4.00	3.86	4.00	8.14
Keeping Youth Technically Connected	4.46	4.46	4.43	8.48
Louisiana Kinship Navigator	4.40	4.42	4.41	8.56
Mandatory Reporter Training	4.51	4.52	4.45	8.76
Maximizing the Power of Adolescence	4.45	4.45	4.42	8.55
Medication Management	4.53	4.54	4.50	8.96
Multiple Pathways to Harm: A Comprehensive Assessment Framework	4.10	4.20	4.20	8.40
Navigating the Road	4.24	4.32	4.28	7.62
NCWWO Week 1	1.23	1.24	1.37	4.73
NEICE 2.0: Overview, Security, and Casework	4.28	4.29	4.17	7.86
New/Revised Court Templates	4.38	4.39	4.31	8.09
NTI Adoption Competency Program – Professionals	4.23	4.35	4.02	8.08
NTI Adoption Competency Program – Supervisors	4.64	4.60	4.44	8.48
Objective Documentation	4.57	4.59	4.56	8.39
One Heart Can Make a Difference: Impacting Lives through Dynamic Service Excellence	4.39	4.45	4.41	8.52

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Open Table	4.37	4.44	4.48	8.56
Opening Doors: Working with LGBTQ Children, Youth, and Families in Child Welfare	4.53	4.54	4.54	8.65
Orientation to Family Preservation Team Meeting	4.43	4.43	4.41	8.20
Our Girls Our Communities: The Experience of Black Girls and Young Women in Foster Care	4.49	4.51	4.47	8.44
Parent Perspective for System Change in QPI	4.42	4.43	4.42	8.26
Partnering with Survivors	4.67	4.67	4.67	6.67
Permanency Matters: Pursuing Timely Permanency for Louisiana's Children	4.69	4.75	4.65	8.73
Putting Ethical Principles into Practice	4.60	4.59	4.57	8.86
QIC WD: Case Review Instrument	4.60	4.60	4.60	8.38
QPI: Putting Parenting First	4.55	4.58	4.55	8.36
QRTP: What Child Welfare Staff Need to Know	4.36	4.36	4.32	7.67
Quality Matters: Quality Contacts	4.37	4.39	4.29	8.32
Removed Module 1	4.39	4.41	4.39	8.58
Removed Module 2	4.25	4.24	4.22	8.32
Revisions to the Assessment of Family Functioning and Case Plan for Family Services and Foster	4.24	4.25	4.19	8.42
Safe Sleep, Reducing the Risk of SIDS and SUID	4.51	4.54	4.50	8.97
Safe & Together: An Introduction to the Model	4.47	4.49	4.44	8.22
Safety Training Part 1	4.28	4.31	4.00	8.55
Screening and Selection of Entry Level Staff	4.43	4.50	4.46	8.18
Social Work Ethics: A Celebration of Who We Are	4.52	4.58	4.49	8.81
Splash into Safety: Water Safety Workshop	4.49	4.50	4.44	8.87
Structured Decision Making®: Core Concepts Training	4.50	4.50	4.39	8.94
Supervisory Engagement Survey Training	4.17	4.25	4.17	8.55
Supporting Wellness: Caring for Ourselves	4.34	4.33	4.34	8.20
TBRI Connecting Principles	4.43	4.45	4.41	8.48
Teaming for Culture Change	4.51	4.52	4.48	8.54
The Connected Child	4.44	4.45	4.42	8.31
The Developmental Disabilities Service System: Navigating the Road	4.41	4.45	4.39	8.11
The Power of Connection: How Resource Families Can Support Adolescents Through COVID-19 Crisis	4.38	4.40	4.39	8.45
TIPS to ACESS	4.64	4.59	4.62	8.33
Transportation Assistance	4.41	4.41	4.43	8.05
Trauma Behavioral Health Screen Training	4.46	4.45	4.41	8.63
Understanding and Managing Behavior: An ABA Approach	4.44	4.43	4.39	8.41
Understanding Girls Module 1: Attachment	4.30	4.29	4.29	8.31

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Understanding Girls Module 2: Girls & Emotions	4.30	4.28	4.24	8.02
Understanding Girls Module 3: Impact to the Caregiver	4.35	4.33	4.27	8.27
Understanding Girls Module 4: Relational Aggression	4.32	4.32	4.28	8.23
Understanding Girls Module 5: Sexuality	4.27	4.24	4.24	8.19
Virtual NCWWO Week 3	1.28	1.22	1.15	4.58
What is QPI?	4.40	4.40	4.39	8.35
What's New with ICWA	4.42	4.54	4.42	8.25
Working with LGBTQ Youth	4.46	4.48	4.49	8.31
Working with Men as Parents: Fathers' Parenting Choices Matter	4.14	4.14	4.00	9.43

**Evaluation of Training Long Survey:**

Common Name of Training	Q1	Q2	Q3	Q4	Q5	Q6	Q7
A General Discussion of Child Abuse and Identifying Medical Neglect in the Medic	4.65	4.61	4.49	4.57	4.54	4.54	4.61
A Warm DCFS Introduction to Family First Prevention - Virtual Training	4.39	4.48	4.13	4.20	4.10	4.20	4.33
Adult Behavioral Health A: Schizophrenia and Anxiety Disorders - Virtual Training	4.41	4.52	4.16	4.29	4.29	4.34	4.38
Adult Behavioral Health B: Mood Disorders - Virtual Training	4.51	4.56	4.21	4.28	4.19	4.37	4.35
Advanced CWADM for Managers and Supervisors Virtual Training	4.68	4.72	4.65	4.66	4.68	4.66	4.66
Anxiety Disorders can be Worrisome! - Virtual Training	4.62	4.59	4.11	4.29	4.30	4.40	4.40
Assessing Learning & Development Needs - Virtual Training	4.47	4.67	4.60	4.53	4.47	4.20	4.53
Behavioral Health Services for Children under Louisiana Medicaid: Available Services	4.62	4.62	4.38	4.51	4.56	4.67	4.65
Child Behavioral Health A: Trauma and Post-Traumatic Stress Disorders	4.39	4.53	3.96	4.22	4.35	4.37	4.39
Child Behavioral Health B: Disruptive Behaviors - Virtual Training	4.55	4.59	4.45	4.55	4.59	4.45	4.55
Child Development Series - Infant-2 Years Old - Virtual Training	4.41	4.48	4.41	4.45	4.41	4.41	4.55
Child Development: Preschool Age - Virtual Training	4.48	4.48	4.44	4.48	4.44	4.44	4.60
Child Development: School Age - Virtual Training	4.65	4.78	4.52	4.70	4.43	4.57	4.57
Child Welfare Supervisor Support and Capacity Building Program Orientation	4.36	4.42	4.39	4.30	4.30	4.33	4.30
Comprehensive Unit Based CWADM Application for AD Units - Virtual Training	4.65	4.60	4.65	4.60	4.65	4.63	4.60

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Comprehensive Unit Based CWADM Application for CPS Units - Virtual Training	4.62	4.70	4.52	4.59	4.72	4.74	4.59
Comprehensive Unit Based CWADM Application for CPS/FS Units - Virtual Training	4.61	4.69	4.63	4.64	4.62	4.67	4.63
Comprehensive Unit Based CWADM Application for CPS/FC Units - Virtual Training	4.70	4.70	4.70	4.70	4.60	4.70	4.70
Comprehensive Unit Based CWADM Application for CPS-FS-FC Units - Virtual Training	4.80	4.88	4.76	4.78	4.74	4.80	4.78
Comprehensive Unit Based CWADM Application for EFC Units - Virtual Training	4.47	4.60	4.53	4.40	4.47	4.47	4.47
Comprehensive Unit Based CWADM Application for FC Units - Virtual Training	4.40	4.47	4.29	4.39	4.40	4.44	4.47
Comprehensive Unit Based CWADM Application for FS Units - Virtual Training	4.89	4.78	4.85	4.89	4.85	4.93	4.93
Comprehensive Unit Based CWADM Application for FS-FC Units - Virtual Training	4.54	4.46	4.36	4.44	4.56	4.62	4.59
Comprehensive Unit Based CWADM Application for HD Units - Virtual Training	4.57	4.60	4.52	4.52	4.45	4.45	4.55
Courtroom Simulation Lecture - Baton Rouge	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Creative Art Projects That Build Self-Esteem - Virtual Training	4.83	4.83	4.72	4.72	4.72	4.72	4.83
CW Sup Support and Capacity Building - Building your Team	1.44	1.42	1.58	1.44	1.46	1.46	1.48
CW Sup Support and Capacity Building - Preparing for Supervision	1.41	1.41	1.52	1.41	1.46	1.43	1.52
CW Sup Support and Capacity Building Module 3	1.67	1.67	1.75	1.75	1.71	1.69	1.67
CW Sup Support and Capacity Building Module 4	1.43	1.38	1.42	1.38	1.45	1.47	1.38
CW Sup Support and Capacity Building Module 5	1.38	1.40	1.45	1.36	1.45	1.40	1.38
CW Sup Support and Capacity Building Module 6	1.53	1.50	1.60	1.53	1.58	1.53	1.53
DCFS Child Development Virtual Training	4.78	4.82	4.76	4.77	4.78	4.75	4.76
Domestic Violence - Virtual Training	4.59	4.64	4.64	4.59	4.57	4.64	4.59
Family Preservation Team Meeting - Facilitator Virtual Training	4.91	4.64	4.64	4.64	4.73	4.73	4.73
Family Search and Engagement - Virtual Training	4.55	4.59	4.44	4.54	4.52	4.54	4.56
FINS Referral Form Training - Virtual Training	4.24	4.22	4.00	4.10	4.15	4.15	4.12
Guardianship - Virtual Training	4.02	4.29	3.81	3.81	3.81	3.95	3.95
Human Trafficking - Intermediate Case Worker Training - Virtual Training	4.67	4.67	4.56	4.67	4.56	4.61	4.61
Implementing Act 350 of the 2021 Regular Legislative Session:	4.45	4.49	4.29	4.37	4.32	4.42	4.47

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Diligent Search for Relatives and Siblings							
Introduction to CLEAR - Virtual Training	4.43	4.41	4.29	4.42	4.42	4.38	4.38
IVE Stipend Support Group	4.41	4.35	4.24	4.29	4.29	4.12	4.35
Life Skills for Independent Living	4.63	4.63	4.53	4.53	4.61	4.63	4.55
Lifebooks That Help Heal - Virtual Training	4.45	4.52	4.24	4.48	4.30	4.42	4.52
Monroe Teambuilding - Virtual Training	4.67	4.63	4.60	4.63	4.59	4.56	4.51
NCWWO Elements of Engagement Simulation	4.32	4.33	4.28	4.35	4.26	4.30	4.31
NCWWO Virtual Training Week 2	1.32	1.40	1.51	1.40	1.45	1.49	1.43
NCWWO Virtual Training Week 3	1.31	1.35	1.44	1.32	1.37	1.47	1.44
New/Revised Court Templates Session 1 - Virtual Training	4.14	4.29	3.64	3.85	3.73	3.76	3.88
New/Revised Court Templates Session 2 - Virtual Training	3.96	4.19	3.62	3.69	3.67	3.69	3.78
Pilot of Behavioral Health Services for Children under Louisiana Medicaid: Available Services	4.82	4.91	4.82	4.73	4.82	4.73	4.82
Planful Transitions	4.66	4.69	4.60	4.67	4.62	4.61	4.65
Preschool Child Development - Providing Culturally Affirming Care 3.0: A Mosaic Portrait -	4.56	4.60	4.54	4.54	4.54	4.58	4.58
QIC Supervisor & Employee Teambuilding Part 2: A Virtual Red-Carpet Experience	4.62	4.66	4.59	4.59	4.59	4.59	4.57
QIC Teambuilding Clinic for Supervisors and their Units - Virtual Training	4.64	4.66	4.60	4.62	4.62	4.62	4.59
QIC WD Teambuilding: A Virtual Red-Carpet Experience - Virtual Training	4.58	4.58	4.53	4.53	4.51	4.49	4.51
<b>Total</b>							

**Ongoing Staff Training:**

All DCFS CW employees are required to complete hours of in-service training annually. In-service training hours are documented within a state fiscal year, which runs July 1, 2021 through June 30, 2022. One thousand four hundred and sixty-seven (1,467) staff registered on the LCWTA Moodle to continue with their in-service training. This is a reduction of 8.93% or 144 fewer compared to 1,611 the previous year. The DCFS Child Welfare staff has access to other training offerings that are tracked within the DCFS and are reported in conjunction with the LCWTA Moodle data shared with them.

The Louisiana Child Welfare Training Academy LMS hosted a variety of trainings for the DCFS staff, the following table displays the accumulated training hours earned by each DCFS region.

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Statewide Child Welfare Staff's Completion Rates of Required Training June 2022 Data													
Region Name	Reg #	Total # Staff Needing Training	All Training Complete		Over 1/2 Training Complete		Over 1/4 Training Complete		Less Than 1/4 Training Complete		No Training Complete		% Total
New Orleans	1	91	80	88%	6	7%	2	2%	1	1%	2	2%	100%
Baton Rouge	2	71	54	76%	13	18%	1	1%	3	4%	0	0%	100%
Covington	3	143	118	83%	13	9%	4	3%	3	2%	5	3%	100%
Thibodaux	4	84	82	98%	1	1%	0	0%	0	0%	1	1%	100%
Lafayette	5	135	114	84%	16	12%	3	2%	1	1%	1	1%	100%
Lake Charles	6	57	45	79%	11	19%	0	0%	0	0%	1	2%	100%
Alexandria	7	84	65	77%	15	18%	1	1%	0	0%	3	4%	100%
Shreveport	8	109	102	94%	4	4%	2	2%	1	1%	0	0%	100%
Monroe	9	96	85	89%	9	9%	1	1%	0	0%	1	1%	100%
State Office	10	125	111	89%	9	7%	2	2%	2	2%	1	1%	100%
Centralized Intake		57	46	81%	10	18%	0	0%	1	2%	0	0%	100%
CQI		25	23	92%	1	4%	1	4%	0	0%	0	0%	100%
<b>TOTAL</b>		<b>1,077</b>	<b>925</b>	<b>86%</b>	<b>108</b>	<b>10%</b>	<b>17</b>	<b>2%</b>	<b>12</b>	<b>1%</b>	<b>15</b>	<b>1%</b>	<b>100%</b>

**Community Partner Trainings Update for SFY 2020:** LCWTA is a partnership between DCFS, the Pelican Center for Children and Families, and the University Alliance comprised of seven university partners within the public schools of Social Work in Louisiana. The University Alliance members include Southeastern Louisiana University (lead), Northwestern State University, Southern University Baton Rouge, Southern University New Orleans, Grambling University, Louisiana State University, and the University of Louisiana at Monroe.

The Pelican Center remained a partner in the LCWTA. Through this sustained partnership, the Pelican Center has been able to act as coordinator in providing multi-disciplinary educational training for child welfare legal stakeholders as well as DCFS staff and partners. The Global pandemic, COVID-19 created a unique challenge of continuing its training and education in an environment when the world was forced to stay home. Training staff and consultants had to pivot and modify live training to virtual platforms to meet the need of continuing education for child welfare stakeholders in the “new normal”. During the SFY 2020, the Pelican Center conducted 6 in-person and 6 virtual training. Three hundred, seventy-one (371) participants completed the trainings with 278 registered as DCFS staff.

Training Session for SFY 2020:							
Training	Total Trainings	Total Participants (DCFS Staff)	Total Evaluations Completed	Question 1 <sup>a</sup>	Question 2 <sup>b</sup>	Question 3 <sup>c</sup>	Question 4 <sup>d</sup>
Mosaic Dimension 2.0	1	15	No Evaluations Located				
Safety Decision Making	2	71 (61)	No Evaluations Located				
Fundamentals of Child Welfare	3	113 (97)	96	96% (75% 21%)	99% (78% 21%)	100% (84% 16%)	100% (81% 19%)

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Culture SMART	4	125(114)	113	98% (83% 15%)	92% (73% 19%)	98% (81% 17%)	98% (74% 24%)
Total	12	371 (298)	209	97% (79% 18%)	95.5% (75.5% 20%)	99% (82.5% 16.5%)	99% (77.5% 21.5%)

Note. Participants answered questions 1-4 on a 5-point Likert scale (e.g., Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree). The table reflects the percent participants agreed (combining Strongly Agree and Agree) with the question while the numbers in parenthesis break down that percent into its components (Strongly Agree and Agree respectively). Below are the questions asked:

Question 1: "I felt like the trainer(s) encouraged me to relate course content to real life situations and/or practice."

Question 2: "I felt the training materials and the in-class activities were helpful to building knowledge and skills in this topic."

Question 3: "In my opinion children and families will benefit from knowledge and skills participants gained during this training."

Question 4: "In my opinion the content of this training provided me with knowledge and skills I need for my role."

Training Session for SFY 2020:													
Training	Total Trainings	Total Participants	Total Evals Completed	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Child Welfare Basics	1	24	24	96%	98%	95%	93%	93%	92%	91%	93%	89%	94%
Cultural Consciousness	1	19	19	99%	100%	97%	99%	96%	97%	97%	95%	96%	97%

Note. Participants answered questions 1-10 on a 5-point Likert scale (e.g., Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree). The table reflects the percent participants agreed (combining Strongly Agree and Agree) Below are the questions asked:

Question 1: Trainer(s) demonstrated expertise related to the training topic through knowledge, skills, and practice.

Question 2: Trainer(s) maintained an atmosphere of courtesy and respect in this training.

Question3: Participants felt comfortable sharing their opinions and asking questions.

Question 4: Participants felt actively engaged throughout this training.

Question 5: Trainer(s) encouraged participants to relate course content to real life situations and/or practice.

Question 6: Participants felt the training materials were helpful to learning.

Question 7: Participants felt the in-class activities were helpful to building knowledge and skills in this topic.

Question 8: Participants felt children and families would benefit from knowledge and skills they gained during this training.

Question 9: Participants felt the content of this training provided them with knowledge and skills they need for their role.

Question 10: Participants would recommend this training to others.

**Legal Trainings:** The following is a list of the training sessions provided to legal stakeholders as well as current DCFS staff members:

- APLA - Pause Before You Choose
- Changing the Paradigm Through Multi-Systemic Collaboration
- Child Abuse and Neglect = Trauma
- Child Welfare Law Core Training: Child Development Issues Basics of Child Abuse and Neglect
- Child Welfare Law Core Training: Federal and State Legislation
- Child Welfare Law Institute on Serving Older Youth - Part 1
- Child Welfare Law Institute on Serving Older Youth - Part 2
- Child Welfare Law Institute on Serving Older Youth - Part 3
- Child Welfare Research & Evaluation
- Concurrent Planning for Foster Children is Everyone's Job
- Current Issues Within ICWA
- Decision Making Tools for Child Welfare and the Courtroom

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- Do No Harm - Part 1
- Do No Harm - Part 2
- Do No Harm - Part 3
- Do No Harm - Part 4
- Educational Advocacy: Benchmark Conferences
- Educational Advocacy: Discipline in Louisiana Schools
- Educational Advocacy: Resources at the Department of Education
- Educational Advocacy: Special Education Laws & Rights
- Fatherhood Engagement
- Focus on Family Engagement
- Healing the Child in Juvenile Court: The Science - Part 1
- Healing the Child in Juvenile Court: The Science -Part 2
- Healing the Child in Juvenile Court: The Science - Part 3
- Human Trafficking of Juveniles - Realities and Myths
- Judicial Expectations on Competency
- Legacy of Reform Court Oversight of Child Welfare
- Louisiana Parents' Attorneys Role in CINC Cases -Part 1
- Louisiana Parents' Attorneys Role in CINC Cases - Part 2
- Managing Secondary Traumatic Stress
- Permanency Options - Part 1
- Permanency Options - Part 2
- Preparing for and Testifying in Court as an Expert Witness
- The Adoptions and Safe Families Act - Part 1
- The Adoptions and Safe Families Act - Part 2
- Understanding the Standards/Ethics of Attorneys and Social Workers
- Unto a Third Generation: A Call to End Child Abuse Within 20 Years
- Working with Child Sexual Assault Victims with Disabilities

279 participants engaged in these online training sessions via the Children’s Law Advocacy Resources Online platform ([clarola.org](http://clarola.org)) sponsored by the Court Improvement Program and earned 480.55 continuing legal education hours including 32.2 ethics and 21.0 professionalism specialty hours.

The Pelican Center has continued to collaborate with other community stakeholder agencies to act as coordinator in providing multi-disciplinary educational and/or specified trainings for child welfare legal stakeholders as well as DCFS staff and other partners. The Global pandemic, COVID-19 created a unique challenge as many traditionally national and statewide conferences were canceled. Like the Pelican Center/CIP, some were able to pivot and transition to virtual conferences and community stakeholders welcomed the opportunity to engage in training opportunities in the safety of their homes. During state fiscal year 2020, through this collaborative effort, the Pelican Center conducted more than nine in-person and virtual trainings. Two Hundred, twenty-nine (229) participants completed the trainings earning a total of 568 continuing legal education hours or continuing education units. The following trainings were provided:

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- **Fundamentals of CINC 101:** Nineteen (19) ALJ from the Division of Administrative Law attended a daylong training covering topics such as adverse childhood experiences and childhood trauma and its intersection with the CINC legal process. Eighteen (18) participants earned 144 continuing legal education hours including ethics and professionalism specialty credit.
- **Relationships and Intimacy:** Preventing Exploitation Information for People with Developmental Disabilities:
- **Trust-Based Relational Interview (TBRI) Fridays:** A multi-module training curriculum including an introduction and overview session and four separate modules: Understanding Trauma; Connecting and Empowering Principles; Correcting Principles: Proactive and Responsive and Putting it all Together. These mini-sessions were offered statewide with 32 participants earning 160 continuing legal education hours.
- **Complex Trauma Conference:** A multi-disciplinary daylong conference with 159 participants with six earning continuing legal education hours and 124 earning continuing education units.
- **Child Well-Being Summit:** A multi-disciplinary day and one-half long conference with seven participants earning 13.5 continuing legal education hours.
- **Red Book Online Training** with the NACC: Six (6) participants in a seven-week study webinar to prepare for the Child Welfare Law Specialist (CWLS) exam.

**Together We Can Annual Conference:** The 2019 Together We Can conference marked the 18th year of this annual event. The goal for the 2019 conference was to achieve 600 registrations and we reached 104% of the target by enrolling 624 participants. The attendees included a diversity of child welfare staff and stakeholders. CASA represented 36% of those attending; DCFS staff represented 22%; Legal Stakeholders accounted for 11% while the remaining 31% were composed of different classifications and categories. The conference has always served a multi-disciplinary audience, but this year we divided the breakout sessions into five tracks: Legal, Social Work, CASA, Foster Parents & Kinship Caregivers, and All Audience. We partnered with Louisiana CASA Association to provide an intensive pre-conference schedule for their program directors. This was the sixth year to use an online RFP process for soliciting some of the workshops for the annual conference. Fifty-one proposals were submitted online – an increase from 24 received the prior year. Many of the submitted proposals were accepted based on the student reviews. The remainder of the speakers were recruited by TWC staff and steering committee members. We want to thank the Social Work students at Southeastern Louisiana University and their professor Tonyalea Elam, LMSW, for their assistance with review of the proposals submitted online. The students did the initial screening of speaker proposals and then presented their research to the committee in teams.

During the Together We Can Conference 2019 there were a variety of 62 plenary sessions and workshops conducted with a total of 81 faculty members covering topics that addressed issues that were relevant at national and state-wide level such as: Trauma-informed Courtrooms; Family Engagement in the Mosaic: Culturally Responsive Evidence-Based Practice; Intermediate Use of Optima; Street Drugs: New Trends in Substance Abuse; Handle with Care; Assessing Child Safety; Families First: Keeping

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Focus in the New Normal; Warrior Spirit in Leadership; Bullying: Impact on Children; Initiatives Addressing Sex Trafficking in Louisiana; Extended Foster Care – Transition Planning for Older Youth; Permanency Matters; and Safe Babies Court Teams. The conference planning team gathered training evaluations from 62 sessions and workshops given throughout the conference. In reviewing the session evaluations, the highest rated sessions were:

- Open Table and Kinship Navigator - NOW is the Time
- Crossing Borders
- Warrior Spirit in Leadership
- Unaccompanied Immigrant Children: Their Goals and Our Roles
- Optima Training for CASA teams
- Legal Ethics
- Social Work Ethics

During the TWC conference, there were 62 sessions offered with a total of 81 faculty members participating. Among the faculty, several key national speakers were present: Denise Jackson (CASA TX), Maria Gnecco (CASA of Yellowstone), Robert Hahn (Optima), Ellen Souder, LPCC-S and John Burek, MSCJ (Parenting with Love and Limits), Angelique Brown and Kari Kryda (Child Welfare Information Gateway), Lynn Reimer (Act on Drugs), Jamerika Haynes (Clever Jam Communications), D.J. Eagle Bear Vanas (Native Discovery), Carla Carter, (U.S. Dept. of HHS, Office of Civil Rights), Bethany Linville, MA (U.S. Committee for Refugees and Immigrants), Darneshia Bell (Zero to Three – National Infant Toddler Program), Dylan de Kervor, JD (Federal Coordination and Compliance Section – DOJ Civil Rights Division), Margaret Burt, JD, and Dr. Charles Zeanah (Tulane University).

The closing session was of interest to all. It was a panel presentation of four young women who had come from differing backgrounds in Louisiana, but all aged out of foster care. The panel members put together a video of their stories and then answered tough questions about life, goals, transitioning out of care, and where they are now.

The Pelican Center supported the Program Improvement Plan Quality Legal Representation goal by sponsoring subject matter experts to serve as conference and/or workshop presenters at Legal Stakeholder annual, biannual and quarterly training events. Further, the Pelican Center continues to support and promote the capacity of our individual legal practitioners by sponsoring registration and attendance at annual national conferences. During the state fiscal year 2020, the Pelican Center sponsored workshops or participants at the following conferences:

- 2020 City, Family, and Juvenile Judges Seminar: Dr. Rhenda Hodnett, Department of Children and Family Services, Deputy Secretary and S. Mark Harris, Pelican Center for Children and Families, Executive Director presented: Keeping Louisiana's Children Safe a session based upon the department's new safety assessment: Child Welfare Assessment Decision Making Model. This session qualified for 1 hour of continuing legal education.

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- 2020 City, Family, and Juvenile Judges Seminar: Judge John Davidson, 9th Judicial District Court; Michelle Gros, JD, The Pelican Center for Children and Families, Special Projects Coordinator and S. Mark Harris, JD, The Pelican Center for Children and Families, Executive Director, presented: Permanent Improvement Plans—Lessons from Four Jurisdictions. This session qualified for 1.5 hours of continuing legal education.
- 2019 Judges Fall Conference: (Louisiana Council of Juvenile and Family Court Judges Business Meeting) S. Mark Harris, JD, Pelican Center for Children and Families, Executive Director- facilitated a roundtable discussion on matters related to the Child and Family Service Review (CFSR) and provided updates on Program Improvement Plan (PIP) initiatives. This session qualified for 4 hours of continuing legal education.
- Louisiana Council of Juvenile and Family Court Judges: (Joint Department Liaison Committee Meeting) A biannual joint executive training with members of the Department of Children and Families. This session qualified for 3 hours of continuing education.
- Summer School for Judges Annual Conference: The Pelican Center sponsored Dr. Krystin Carver as a conference presenter for TBRI in the Courtroom. This session qualified for 1.5 hours of continuing legal education.
- ABA National Conference on Parent Representation: Conference did not occur due to COVID-19.
- NACC 41st National Child Welfare Juvenile Justice and Family Law Conference: Nine children’s attorney’s registration and travel were sponsored for them to attend the National Association of Counsel for Children Conference in Anaheim, California.
- NACC, Child Welfare Law Specialist Certification: support continues for the certification of Louisiana child welfare attorneys. During this reporting period 28 CWLS’ renewal fees were paid, and the registration fees for 4 new applicants were paid.

**Community Partner Trainings Update for SFY 2021**: LCWTA is a partnership between DCFS, the Pelican Center for Children and Families, and the University Alliance comprised of seven university partners within the public schools of Social Work in Louisiana. The University Alliance members include Southeastern Louisiana University (lead), Northwestern State University, Southern University Baton Rouge, Southern University New Orleans, Grambling University, Louisiana State University, and the University of Louisiana at Monroe.

In SFY 2021, the Pelican Center remained a partner in the LCWTA. Through this sustained partnership, the Pelican Center along with the Louisiana Court Improvement Program (CIP) has been able to act as a coordinator in providing multidisciplinary educational training for judges, attorneys, child welfare and legal stakeholders, and DCFS.

During the SFY 2021, the Pelican Center and CIP conducted 0 in-person meetings due to the COVID pandemic restrictions. However, through this collaborative effort with LCTWA and CIP, the Pelican Center conducted 15 live virtual trainings. A total of 586 participants completed these trainings, earning a total of 2,932 continuing legal education hours or continuing education units. The following live virtual trainings were provided:

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- **Fundamentals of Child in Need of Care (CINC) 101 Training:** In this virtual training, participants gained a greater understanding of constitutional, federal, and state laws that govern CINC practice, the purpose of each of hearing, concepts of timely permanency for families, reasonable efforts to prevent removal and to achieve the permanency goal, ethical rules and regulations, roles and responsibilities of involved parties, and the impact of child development and trauma on children and parents. This training was offered on the following dates: September 28-30, 2020, October 21-23, 2020, and May 10-11, 2021. A total of 80 participants earned 480 continuing legal education hours or continuing education units.
- **Louisiana CINC Benchbook Training for Stakeholders:** This was a virtual primer on the newly published *Louisiana Child in Need of Care Benchbook for Juvenile Judges*, which included a discussion of key CINC provisions and practices. The training included information about “Reasonable Efforts” and the Child Welfare Assessment and Decision Making Model, which is the framework DCFS uses to assess safety and risk. Speakers highlighted alternatives to removing children from their home through the use of Informal Adjustment Agreements, Temporary Restraining Order/Protective Orders, and Instant Safety Plan Orders. The training also explored issues that can arise at the Continued Custody, Adjudication, Disposition, and Permanency Hearings. Representatives from the judiciary, DCFS, child and parent representation programs, the Louisiana Supreme Court, and the Pelican Center presented. The training was conducted on April 30, 2021. A total of 146 participants earned 292 continuing legal education hours or continuing education units.
- **Culture SMART Training:** This virtual training was designed for multidisciplinary professionals who touch the lives of families and children in the child welfare system. It was developed to enhance the ability of child welfare practitioners to respond to the unique needs and differences of children and families of various racial and ethnic groups in ways that are culturally congruent to improve outcomes for children and families. This training was offered on the following dates: August 6-7, 2020, October 1-2, 2020, December 1-2, 2020, March 22-23, 2021, and June 14-15, 2021. A total of 191 participants earned 1,146 continuing legal education hours or continuing education units.
- **Safety Continuous Quality Assessment in Child Welfare Cases Through Child Welfare Assessment and Decision Making (CWADM) Training:** This virtual training event focused on ensuring the safety of children involved in the child welfare system. This training looked at the new Child Welfare Assessment & Decision Making Model utilized by DCFS child welfare workers and other tools to evaluate the safety and risk issues of Louisiana’s most vulnerable children. New court forms were introduced and reviewed. This course reinforced the system focus that “removal of a child from their family is the safety plan of last resort.” This training was offered on the following dates: October 13-14, 2020, November 17-18, 2020, December 14-15, 2020, January 25-26, 2021, February 23-24, 2021, and April 19-20, 2021. A total of 169 participants earned 912 continuing legal education hours or continuing education units.
- **Red Book Online Training with the NACC:** 10 attorneys completed a seven-week study webinar to prepare for the Child Welfare Law Specialist (CWLS) exam.

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- **Orleans Parish Juvenile Court Child in Need of Care Training:** This virtual training focused on CINC laws, policies, and practices and was offered October 21-22, 2020. A total of 81 participants earned a total of 97.75 continuing legal education hours.

**Together We Can (TWC) Annual Conference:** The 2020 TWC Conference marked the 18th year of this annual event with an overall attendance of 750. The attendees included a diversity of child welfare and legal stakeholders. CASA represented 22% of those attending; DCFS staff represented 48%; legal stakeholders accounted for 8%; and the remaining 21% were composed of different classifications and categories. The conference has always served a multi-disciplinary audience, but it is divided into 5 tracks: Legal, Social Work, CASA, Foster Parents & Kinship Caregivers, and All Audience. The conference used an online RFP process for soliciting some of the workshops. The RFP was distributed via email, social media, and listed on the Child Welfare Information Gateway event calendar. 26 proposals were submitted online. The remainder of the speakers were recruited by TWC staff and steering committee members with input on topics and speakers received from numerous stakeholder committees and workgroups.

During 2020 TWC, there were 5 plenary sessions and workshops conducted with a total of 86 faculty members covering relevant child welfare topics such as:

- Minority Overrepresentation in Child Welfare
- When Adequate Feels Out of Reach: Representing Youth During a Pandemic When Legal Advocacy is at a Premium
- LGBTQ Youth
- Extended Foster Care
- Indian Child Welfare Act (ICWA) Update
- Recent Developments in Child Welfare Programs, Policy, Law, and Jurisprudence
- Promoting the Rights of Parents with Disabilities
- Evidenced and Best Practices for Keeping Families Together
- Suicide Signs and Symptoms
- Effective Courtroom Testimony
- Compassion Fatigue
- The Best Court Reports
- When Adolescence Goes Viral
- Termination of Parental Rights
- Child and Family Services Review (CFSR) Program Improvement Program (PIP) Update
- Adverse Child Experiences (ACEs) and Trauma Effects on Childhood
- Enhancing Wellbeing
- Services for Youth Aging Out of Foster Care
- COVID and Trauma Informed Care
- Domestic and Interpersonal Violence During a Pandemic
- Strengthening Self Capacity to Decrease Crisis
- Engaging Birth Parents
- Equity in Family Engagement
- Working with Survivors of Sex Trafficking

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- Juvenile Mental Health Law

In reviewing the session evaluations, the highest-rated sessions were:

- Working with Survivors of Sex Trafficking
- Creating Safe Havens for LGBTQIA Foster Youth
- Burnout and Ethical Self Care During COVID
- New Court Documents
- Overmedication of Foster Youth
- Saving Our Boys to Save Our Girls
- TBRI Practitioners
- Culture SMART
- Institute: Street Drugs and Current Trends
- Institute: LGBTQ Youth

Among the faculty, several key national speakers were present:

- Gerald Mallon, DSW, National Child Welfare Center for Excellence
- Khatib Waheed
- David Simmons, National Indian Child Welfare Center
- Lynn Reimer, Act on Drugs
- Carla Carter, United States Department of Justice, Civil Rights Division
- Dr. Frank Campbell, National Suicidology Training Center
- Dr. Elizabeth Power, Georgetown University
- Currey Cook, Lambda Legal
- Dr. Nathaniel Williams, HumanWorks Affiliates, Inc.

The closing session was of interest to all. This session was presented by Dr. Nathaniel Williams, HumanWorks Affiliates. His closing message focused on “Child Welfare Moving Forward in a New Dimension.” He reminded attendees that they are all members of the same human community and that all are leaders in this work. The leader's job is more than innovation. It’s about helping others see the world through a fundamentally different lens. He brought this back to the work each does within child welfare, merging equity, engagement, and strategic planning for children to succeed.

**Other Trainings, Conferences, and Certifications:** The Pelican Center and CIP continued to support the implementation of the PIP by sponsoring subject matter experts to serve as conference and/or workshop presenters at annual, biannual, and quarterly training events. Further, the Pelican Center and CIP continues to support and promote the capacity of our individual legal practitioners by sponsoring trainings, conferences, workshops, certifications, and registration and attendance at annual national conferences, including sponsoring the continued education credits for some of these trainings. During the state fiscal year 2021, the Pelican Center and CIP sponsored the following:

- **How to Support Healthy Relationships for Family Members, Caregivers and Professionals of People with Developmental Disabilities Training:** This virtual training provided attendees with information on issues related to relationships, intimacy, sexuality, and safety and with how to present the information in a way that

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persons with developmental disabilities will understand. This training was offered on the following dates: January 15, 2021, February 12, 2021, and March 12, 2021. A total of 54 participants earned 128 continuing legal education hours or continuing education units.

- **Trust-Based Relational Interview (TBRI) Fridays:** This was a multi-module virtual training offered in partnership with Crossroads NOLA. It included an introduction and overview session and four separate modules: Understanding Trauma; Connecting and Empowering Principles; Correcting Principles: Proactive; and Responsive and Putting It All Together. There were 247 mini-sessions offered statewide. 8 participants earned 21 continuing legal education hours.
- **Trauma Conference:** This virtual conference was sponsored in partnership with Southeastern Louisiana University School of Social Work and the LCWTA. National speakers and topical in-state experts presented 2 keynotes and 3 breakout sessions with a focus on trauma in child welfare. This conference was held on April 9, 2020, and 215 participants earned 1232.5 continuing legal education or continuing education units.
- **Louisiana District Attorney Association (LDAA) The Role of the Prosecutor in CINC Proceedings Training:** In this virtual training district attorneys learned about the Child Welfare Safety Decision Making Model used by DCFS, reasonable efforts, and the Family First Prevention Services Act. This training was offered July 20-21, 2020, and 60 participants earned a total of 420 continuing legal education hours or continuing education units.
- **Child Welfare Law Specialist (CWLS):** CWLS certification is a professional achievement that signifies an attorney's specialized knowledge, skill, and verified expertise in the field of child welfare law. The Pelican Center and CIP continues to support Louisiana child welfare attorneys and the quality of legal representation by paying for their CWLS application, renewal, and recertification fees. There are currently 31 child welfare attorneys sponsored by the Pelican Center and CIP. During the state fiscal year 2021, the Pelican Center and CIP sponsored 22 renewal fees, 3 recertifications, and 3 applications.
- **Louisiana Juvenile and Family Court Judges (LJFCJ) Joint Liaison Committee Meeting:** These meetings are held twice a year, and the Pelican Center and CIP has collaboratively partnered with the LJFCJ to ensure that attending judges are able to earn credits for these departmental briefings on child welfare, education, public health, and other safety and wellbeing matters. These meetings were held on September 11, 2020, and March 19<sup>th</sup>, 2021. Each meeting was approved for 3.25 hours, and a total of 22 participants earned a total of 74 hours.
- **NACC National Child Welfare Law Conference:** This conference is hosted by the National Association of Council for Children for attorneys, social workers, and other child welfare practitioners. During the state fiscal year 2021, the Pelican Center and CIP sponsored 54 Louisiana child welfare attorneys to attend the virtual conference held on 8/24/20-8/28/20. Each attorney who participated earned 28.3 continuing legal education hours.
- **ABA National Conference on Parent Representation:** This conference is hosted annually by the American Bar Association and the National Alliance for Parent Representation. It is designed for advocates who focus on parent advocacy in the child welfare system. During the state fiscal year 2021, the Pelican Center and CIP sponsored

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39 Louisiana child welfare attorneys to attend the virtual conference held 5/20/2021-5/21/2021. Each attorney who participated earned 7.5 continuing legal education hours.

**Resources:** The Pelican Center and CIP continue to support Louisiana child welfare attorneys and the quality of legal representation by providing an updated Louisiana Children’s Code Handbook. During the state fiscal year 2021, the Pelican Center and CIP provided Children’s Code Handbook’s to 67 child welfare attorneys.

**Community Partner Trainings Update for SFY 2022:** LCWTA is a partnership among the DCFS, the Pelican Center for Children and Families, and the University Alliance comprised of seven university partners within the public schools of Social Work in Louisiana. The University Alliance members include Southeastern Louisiana University (lead), Northwestern State University, Southern University Baton Rouge, Southern University New Orleans, Grambling University, Louisiana State University, and the University of Louisiana at Monroe.

In SFY 2022, the Pelican Center remained a partner in the LCWTA. Through this sustained partnership, the Pelican Center along with the Louisiana Court Improvement Program (CIP) has been able to act as a coordinator in providing multidisciplinary educational training for judges, attorneys, the DCFS, and other child welfare and legal stakeholders.

**In-Person Trainings:**

During the SFY 2022, through this collaborative effort with LCTWA and CIP, the Pelican Center conducted the following in-person trainings:

- **My Community Cares Café Trainings:** Cafés allow parents and caregivers to convene and support one another, receive training on parental protective capacities, and advocate for improving the wellbeing of families in their community. The Community Café model (<https://thecommunitycafe.org>) was developed by parent volunteers in Washington State and is now continued with support from the Community Café Collaborative. The approach involves leaders within communities hosting conversations designed to reflect community culture, respond to community needs, and increase protective factors of parents and caregivers. Developed in 2007 by parent leaders from Strengthening Families Illinois and now housed by Be Strong Families (<https://www.bestrongfamilies.org>), Parent Cafés offer a safe space for parents and caregivers to build their protective factors while talking together about keeping their children safe and families strong. Five Community Café trainings per the Community Café Collaborative model and two Parent Café Trainings per the Be Strong model were provided to train facilitators of the Cafés in their local communities. One hundred twelve were trained to facilitate Cafés. Fifty-eight Cafés with 247 total attendees were provided by Café trainers in MCC priority neighborhoods.
- **Louisiana District Attorney Association (LDAA) Juvenile Prosecutor Training:** During this training, district attorneys: learned about reasonable efforts and the value of child and parent engagements; examined how the juvenile prosecutor can use the Louisiana CINC Benchbook for Judges to represent the state in CINC proceedings; discussed the use of the DCFS CWADM model in assessing child safety; discussed how a juvenile prosecutor can use temporary restraining orders/protective orders, instant safety plan orders, and informal adjustment agreements in CINC proceedings;

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and discussed QRTP, Act 350, Intervention, Article 672.1, Article 672(A)(2), and Guardianship. 11.25 CLE hours were offered. 86 attended.

- **Child Welfare Courtroom Simulation Training:** The Child Welfare Courtroom Simulation Training is designed to provide child welfare professionals with an intensive introduction to testifying in a legal proceeding. Testifying in a legal proceeding can be a challenging experience for even the most competent professional. This training assists team members to enhance their skills and professionalism when testifying in cases of abuse and neglect. The goal is for their testimony to meet the various judicial standards of practice, facilitate effective child protection decision-making, and support achievement of safety, permanency and well-being outcomes for children and families. 11.5 CLE hours were offered. A total of 106 attended.

**Live Virtual Trainings:**

During the SFY 2022, through this collaborative effort with LCTWA and CIP, the Pelican Center conducted the following live virtual trainings:

- **Interrupting Racism & Implicit Bias in the World of Child Abuse Prevention, Child Welfare, & the Judicial System Training:** Discussed how racism, implicit bias, and stigma can be pervasive and create barriers to how stakeholders identify and deliver services that can impact families and children. Defined and identified what racism and bias looks like and how it is crucial in creating meaningful and impactful relationships as well as cultivating trust and respect in homes, workplaces, and the communities. The training focused on strategies to stop racism in its tracks and further provide recommendations for organizations to work together to create a future where children thrive and race does not predict their life outcomes. 1 hour of CLE/CEU was offered. A total of 109 attended.
- **Safety: Continuous Quality Assessment in Child Welfare Cases Through Child Welfare Assessment Decision Making Training:** This virtual training event focused on ensuring the safety of children involved in the child welfare system. This training looked at the new Child Welfare Assessment & Decision Making Model utilized by the DCFS child welfare workers and other tools to evaluate the safety and risk issues of Louisiana's most vulnerable children. New court forms were introduced and reviewed. This course reinforced the system focus that "removal of a child from their family is the safety plan of last resort." Six hours of CLEs/CEUs were offered. A total of 46 attended.
- **Fundamentals of Child in Need of Care (CINC) 101 Training:** In this virtual training, participants gained a greater understanding of constitutional, federal, and state laws that govern CINC practice, the purpose of each of hearing, concepts of timely permanency for families, reasonable efforts to prevent removal and to achieve the permanency goal, ethical rules and regulations, roles and responsibilities of involved parties, and the impact of child development and trauma on children and parents. Six hours of CLEs/CEUs were offered.
- **Louisiana CINC Benchbook Online Training for Judges:** This was a virtual primer on the newly published **Louisiana Child in Need of Care Benchbook for Juvenile Judges**, which included a discussion of key CINC provisions and practices. The training included information about "Reasonable Efforts" and CWADM, which is the framework the DCFS uses to assess safety and risk. Speakers highlighted alternatives

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- to removing children from their home through the use of Informal Adjustment Agreements, Temporary Restraining Order/Protective Orders, and Instant Safety Plan Orders. The training also explored issues that can arise at the Continued Custody, Adjudication, Disposition, and Permanency Hearings. Two hours of CLEs/CEUs. A total of 12 attended.
- **CIP Cafés:** CIP Cafés are virtual live trainings offered once a month for one-hour. One hour of CLE/CEU credit was offered for each Café. The following were provided:
    - **Louisiana’s Child Welfare System: a Conversation with the First Lady Training:** Attendees explored endeavors the First Lady is spearheading to improve outcomes for Louisiana children and families and create equitable opportunities for all, including Louisiana Fosters, Louisiana First Foundation, and Anti-Human Trafficking and learned about insights on child welfare and stakeholder priorities for 2022 and beyond and resources available through the Office of the First Lady for child welfare and legal stakeholders. A total of 43 attended.
    - **Placements Available for Children in Foster Care Training:** Attendees identified the different care settings available to DCFS for the placement of children in foster care, including family-like settings, congregate care, and residential treatment. Attendees also learned about DCFS policies related to levels of care for children in foster care and resources available for learning more about the levels of care available for placement of children in foster care. A total of 139 attended.
    - **Guardianship 101: An Introduction to Legal Guardianship in CINC Cases:** This training provided an overview of legal guardianship and discussed scenarios addressing permanent plan considerations to be made in CINC cases. A total of 51 attended.
    - **Human Trafficking of Youth in Louisiana Training:** Attendees learned the legal characteristics of human trafficking and the sociological concept of human trafficking, explored the scope and nature of human trafficking of youth in Louisiana, examined recruitment, grooming, and psychological coercion to understand how it impacts victims of human trafficking, and identified research-based approaches to identification and response that focus on survivor empowerment. A total of 102 attended.
    - **Louisiana Elite Advocacy Force (LEAF) Makes History in Louisiana: A Summary of the Foster Youth Bill of Rights Training:** Attendees were provided a detailed overview and summary of Senate Bill 151: The first official Louisiana Foster Youth Bill of Rights - the process, legislation, and meaning; examples of how the bill should be applied and ways that attorneys, caseworkers, and judges can work to implement the rights listed in the Bill for youth in foster care; and legislative advocacy skills that youth and stakeholders can utilize to push forward youth rights. A total of 80 attended.
    - **The ABC’s of FTMs, FPTs, FFTMs, and More: An Introduction to Meetings and Staffings Facilitated by DCFS:** Participants gained an understanding of the purpose for each DCFS meeting and staffing and who may participate and learned how to access the DCFS policies for the meetings and staffings and how to best advocate in these settings. A total of 45 attended.

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- **Parent Engagement, Support, and Advocacy: Insight From Peer Advocates with Lived Experience in Child Welfare:** Attendees were provided information on ways that child welfare and legal stakeholders can improve parent engagement, support, and advocacy in Child in Need of Care (CINC) and Family Preservation Court cases; learned strategies for increasing parents' involvement in appropriate services, building rapport, empowering parents, finding needed resources, and navigating challenges; and provided helpful resources. A total of 55 attended.
- **Introduction to Louisiana's Act 6 Training:** Attendees *were* introduced to new legislation (Act 6) regarding post-placement functions in Louisiana private and agency adoptions to judges, private adoption attorneys, clerks of court, and legal and child welfare stakeholders. Attendees learned their responsibilities relative to Act 6. A total of 117 attended.
- **Diligent Searches and the Permanent Placement of Children in Foster Care Training:** Attendees were introduced to new legislation (Act 350) regarding requirements for DCFS to complete diligent searches for adult relatives and significant individuals of children who enter foster care and a new Permanency Hearing finding for children under the age of 6 in certain circumstances. Attendees learned how the Act allows the court, current caregiver, or child, within 15 days of a placement change, to motion for a contradictory hearing to determine whether removal from the current caregiver was in the child's best interest. A total of 75 attended.
- **Red Book Online Training with the NACC:** Two attorneys completed a seven-week study webinar to prepare for the Child Welfare Law Specialist (CWLS) exam.

**Online On-Demand Trainings:**

During the fall of 2021, the CLARO online learning management system was updated. Fifteen online on-demand training courses were added. There were 401 total course completions of courses. There are 244 users of record in the system and 140 attendees completed courses. During the FY 2022, attendees earned a total of 181.75 continuing legal education hours.

The following online on-demand trainings were provided:

- **LEAF Makes History in Louisiana: A Summary of the Foster Youth Bill of Rights:** Attendees learned about the development of the Foster Youth Bill of Rights, the process of developing it into legislation and the impact for foster youth. Created and presented by some of the youth task force members. One CLE hours were offered. A total of 5 attended.
- **Court 101: An Introduction to the Court System Training for Foster Parents/Caregivers:** Attendees learned about what is meant by "Child in need of care" or CINC; the court process and what to expect; the different types of court hearings; the roles and responsibilities of the different parties involved in court hearings; the steps foster caregivers can take to be prepared for the court process; the third parties the child can contact with their questions and concerns. A total of 657 attended.
- **Avoiding Legal Ethical Pitfalls Online Training:** Attendees learned about ethical dilemmas that are mostly derived from closed case scenarios and discuss the ethical

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options and work towards concluding with the best practice. 1.25 CLEs were offered. A total of 22 attended.

- **Legal Professionalism in Practice Online Training:** Provided attorneys and Judges with a discussion on the importance of professionalism in the relationship with each other, clients, and the public with review of professional courtroom behavior in the emotional courtroom situations of child welfare. 1.5 CLEs were offered. A total of 14 attended.
- **Qualified Residential Treatment Programs (QRTPs) and the CINC Court Process for Judges and Court Staff Training:** Attendees learned about the Family First Prevention Services Act (FFPSA) provisions related to Qualified Residential Treatment Programs (QRTPs); timelines and requirements for QRTP placement, court review and ruling processes, and family engagement; and how to access QRTP resources including an FAQ and Quick Reference Guide and Bench Card. One hour of CLE/CEU was offered. A total of 10 attended.
- **Mock Hearing: Chapter 1: Continued Custody Hearing Online Training:** Attendees learned about how CINC attorneys represent their client’s expressed wishes; parents/children must be provided notice of the Continued Custody Hearing; to apply a “Reasonable Efforts” legal analysis in a Continued Custody Hearing; and that CINC Judgments must be specific for each child. 1.25 hours of CLEs were offered. A total of 10 attended.
- **Mock Hearing: Chapter 2: Answer Hearing Online Training:** Attendees learned about how all known and unknown parents must be served with notice of a pending CINC hearing even if their whereabouts are unknown; the State has the burden of proving allegations contained in the CINC petition; Foster Parents must be provided notice of all hearings regarding children in their physical care. One hour of CLE was offered. A total of 10 attended.
- **Mock Hearing: Chapter 3: Adjudication Hearing Online Training:** Attendees learned that the State has the burden of proving the allegations contained in the CINC petition; the role and duties of a “Curator ad hoc” in CINC proceedings; and that hearsay is not admissible in Adjudication hearings. One hour of CLE was offered. A total of 10 attended.
- **Mock Hearing: Chapter 4: Disposition Hearing Online Training:** Attendees learned the purpose of a Case Plan; the difference in the role of a Child Protection Investigator and Foster Care Worker; and the difference in the roles each attorney in the CINC process. 1.5 hours of CLEs were offered. A total of 8 attended.
- **Mock Hearing: Chapter 5: Case Review Hearing Online Training:** Attendees learned the role of CASA in the CINC Process; how Foster Parents might testify in a CINC hearing; and how laws, policies, practice principles, standards of practice, Rules of Professional Conduct, ethical standards, and professional competencies govern practice and guide how professionals get along with one another. One hour of CLE was offered. A total of 8 attended.
- **Mock Hearing: Chapter 6: Permanency Hearing Online Training:** Attendees learned how Mental Health professionals engage with parents whose children are in need of care; how to apply a “Reasonable Efforts” legal analysis in a Permanency Hearing; and how to distinguish the different roles and responsibilities of each stakeholder in the CINC process. .75 hour CLE was offered. A total of 8 attended.

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- **Introduction to Louisiana’s Act 6 Training:** Attendees were introduced to new legislation (Act 6) regarding post-placement functions in Louisiana private and agency adoptions to judges, private adoption attorneys, clerks of court, and legal and child welfare stakeholders and educated on their responsibilities relative to Act 6. One hour of CLE was offered. A total of 8 attended.
- **Louisiana CINC Benchbook:** Attendees were provided a review of the rules and guidelines that apply in CINC cases for attorneys and judges. The Benchbook review also included demonstrations of the use of templates, forms, and reports included in the Benchbook. Two hours of CLEs were offered. A total of 7 attended.
- **Parent Engagement:** A peer advocate- a trained professional who was previously a parent with an open CINC case- provided first-hand experience and emotional support to parents, helping to increase the chances for successful safety and permanency outcomes. In this CLE/CEU, participants learned strategies for increasing parents’ involvement in appropriate services, building rapport, empowering parents, finding needed resources, and navigating challenges. 1.25 hours of CLEs were offered. A total of 2 attended.
- **What’s New with the Indian Child Welfare Act (ICWA)?** Provided a review of the recent 5th Circuit Court of Appeals decision in *Brackeen v. Haaland* and how it impacts the implementation of ICWA and a discussion of how tribal nations and Louisiana have adapted to COVID-19 in ICWA cases. 1.5 hours of CLE were offered. A total of 13 attended.
- **Preparing Your Case for Court: Meeting Your Professional and Legal Obligations:** Attendees learn strategies to prepare and to advocate for the people they represent in a court case. Information will be shared about legal obligations related to witnesses, documents, and timeliness while meeting professional and ethical responsibilities. 1.5 hours of CLEs were offered. A total of 9 attended.
- **Human Trafficking of Youth in Louisiana:** This course provided an overview of human trafficking in Louisiana and how child welfare and legal professionals might encounter trafficking victims. The training will also discussed barriers to identification and promising practices for serving trafficking survivors. One hour of CLE offered.
- **Placements Available for Children in Foster Care:** This CLE/CEU offered an in-depth look at the care setting options available for children in foster care, including family-like settings, congregate care, and residential treatment. The differences between placements and hospital admissions are also discussed. One hour of CLE offered. A total of 8 attended.

**Together We Can (TWC) Annual Conference:**

The 2021 TWC Conference marked the 19th year of this annual event with an overall attendance of 843. The attendees included a wide range of child welfare and legal stakeholders. CASA represented 21.6% of those attending; the DCFS staff represented 33.1%; legal stakeholders accounted for 12.6%; and the remaining 32.7% were composed of different classifications and categories. The conference has always served a multidisciplinary audience, but it is divided into 5 tracks: Legal, Social Work, CASA, Foster Parents & Kinship Caregivers, and All Audience. The conference used an online RFP process for soliciting some of the workshops. The RFP was distributed via email,

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social media, and listed on the Child Welfare Information Gateway event calendar. 10% of the proposals were submitted online. The remainder of the speakers were recruited by TWC staff and steering committee members with input on topics and speakers received from numerous stakeholder committees and workgroups.

During the 2021 TWC, there were 61 sessions and workshops conducted with a total of 105 faculty members covering relevant child welfare topics such as:

- ICWA –What’s New with Indian Child Welfare Act?
- Preparing Court Reports
- Child Welfare Simulation
- The Wholly Trauma Informed Trinity: Coping with Change, Fostering Resilience, and Living Trauma-Responsively
- Preparing your Case for Court: Meeting Your Professional and Legal Obligations
- Ask the Expert: Mental Health, Medication, and Youth in Foster Care
- The Neurochemistry of Trauma and Evidence Based Models of Recovery
- Representing the Holistic Child Client
- Planful Transitions Focused on Reunification
- Collaboration: Roles of judges, lawyers, social workers, CASA, and DCFS
- Putting Families First: How Qualified Residential Treatment Programs (QRTPs) Help Achieve Permanency
- The Art of Self Care
- Reasonable Efforts from Judiciary Perspective
- Diversity, Equity, and Inclusion in the Child Welfare Workplace
- Defining Risk and Safety
- Building Resiliency for Child Welfare Professionals and Volunteers
- Maintaining Mental Health During a Pandemic
- Unadoptable is Unacceptable: Removing Legal Barriers to Permanency
- Alternatives to Removal -Temporary Restraining Orders and Informal Adjustment Agreements
- Our Girls, Our Communities: The Experience of Black Girls and Adolescents in Foster Care
- My Community Cares: Lessons Learned and Opportunities Ahead
- Louisiana’s Language Access Plan for Courts

In reviewing the session evaluations, the highest-rated sessions were:

- Staying Sound
- It is Time to Stop Confusing Poverty with Neglect
- Ask the Expert: Mental Health, Medication, and Youth in Foster Care
- Diversity, Equity, and Inclusion in the Child Welfare Workplace
- Adolescent Substance Use and Treatment
- Unadoptable is Unacceptable: Removing Legal Barriers to Permanency
- Social Work Ethics
- Our Girls, Our Communities: The Experience of Black Girls and Adolescents in Foster Care

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- Right from the Start...Engagement!
- Family Frist Act – Louisiana Status
- Short Term and Long-Term Health Issues Related to Neonatal Substance Exposure
- Advocating for Louisiana Youth – Our Voices United

Among the faculty, several key national speakers were present:

- Mickey Smith, Jr.
- Jerry Milner
- David Kelly
- Dr. Alexis Mootoo
- Andrea Williams and Melinda Haggerty, JD

There were 21.5 hours approved for CLE attendees and 21.75 for Social Workers. Specialty sessions included:

- Social Work Ethics Hours
- Clinical Hours
- Legal Ethics Hours
- Professionalism Hours

**Other Trainings, Conferences, and Certifications:** The Pelican Center and CIP continued to support the implementation of the CFSP and CIP Strategic Plan by sponsoring subject matter experts to serve as conference and/or workshop presenters at annual, biannual, and quarterly training events. Further, the Pelican Center and CIP continued to support and promote the capacity of our individual legal practitioners by sponsoring trainings, conferences, workshops, certifications, and registration and attendance at annual national conferences, including sponsoring the continued education credits for some of these trainings. During the state fiscal year 2022, the Pelican Center and CIP sponsored the following:

- **APSAC (American Professional Society Abuse Children) Colloquium:** The purpose of the APSAC Colloquium was to gather interdisciplinary professionals to learn from each other and to partner for the common purpose of addressing and preventing child abuse. The CIP sponsored the CLEs and CEUs for the conference: 31.0 hours of CLE and 29.0 of CEU. A total of 900 attended.
- **Trust-Based Relational Interview (TBRI) Fridays:** This was a multi-module virtual training offered in partnership with Crossroads NOLA. It included an introduction and overview session and four separate modules: Understanding Trauma; Connecting and Empowering Principles; Correcting Principles: Proactive; and Responsive and Putting It All Together. There were 78 mini-sessions offered statewide. Participants could earn 1.5 continuing legal education hours.
- **Louisiana Children’s Trust Fund (LCTF) Child Abuse Prevention Conference:** Attendees learned how to build resiliency within Louisiana families and communities. The CIP sponsored the CLEs and CEUs for the conference: 5.67 CLE hours and 7.5 CEU hours. A total of 635 attended.

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- Louisiana Children’s Trust Fund (LCTF) Speaker Series: The CIP sponsored the one hour CLEs and CEUs for each of the following trainings provided by LCTF:
  - **Summer Safety for Children: What You Don't Know Can Hurt Them Training:** Attendees learned ways to prevent accidents and keep children safe including: safety programs available from the Red Cross including swimming lessons, babysitting and first aid classes how to access safety programs how to implement effective rehabilitative services for at risk youth. A total of 42 attended.
  - **Prevention Strategies Understanding Youth at Risk Training:** Attendees learned prevention strategies that best support at-risk youth and how to identify and deliver supports that effectively rehabilitate delinquents and status offenders. A total of 86 attended.
- **Child Welfare Law Specialist (CWLS):** CWLS certification is a professional achievement that signifies an attorney’s specialized knowledge, skill, and verified expertise in the field of child welfare law. The Pelican Center and CIP continues to support Louisiana child welfare attorneys and the quality of legal representation by paying for their CWLS application, renewal, and recertification fees. There were twenty-nine child welfare attorneys sponsored by the Pelican Center and CIP during the state fiscal year 2022. The Pelican Center and CIP sponsored fourteen renewal fees, eleven re-certifications, three new certifications, and six new applications.
- **Louisiana Juvenile and Family Court Judges (LJFCJ) and the Louisiana Office of Behavioral Health Training:** The two organizations collaborated to bring Opioid Training to all the court jurisdictions in the state during January and February of 2022. Each session was offered as a hybrid training. Each workshop was approved for 1.5 hours of CLEs. A total of 49 judges attended the training and earned 73.5 total CLE hours.
- **Summer School for Louisiana Judges:** The CIP provided CINC resources about CIP to attendees of this conference. The CIP also sponsored a panel session with judges on CINC hearings. A total of 496 attended the conference.
- **Spring Judges Conference:** The CIP provided CINC resources about CIP to attendees of this conference. The CIP also provided a presentation on CINC at the conference. A total of 108 attended the conference.
- **City, Family, and Juvenile Judges Seminar:** The CIP provided CINC resources about CIP to attendees of this conference. A total of 85 attended the conference.
- **ABA Center on Children and the Law: Access to Justice Conference:** This conference is hosted annually by the ABA. The conference provided training and networking opportunities for child law professionals who advocate for children, parents, agencies and kin in child welfare proceedings. It also included two tracks on (1) the impact and implications of Covid-19 for children and families, and (2) racial equity in child welfare cases. The CIP sponsored four attorneys to attend the conference. Thirteen hours of CLE were offered.
- **ABA Center on Children and the Law: Parent Representation Conference:** This conference is hosted annually by the American Bar Association and the National Alliance for Parent Representation. The CIP sponsored 12 attorneys to attend the conference. 13.67 hours of CLE were offered.

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- **Louisiana CASA Conference:** This conference offered CASA staff, volunteers, and stakeholders an opportunity to come together for collaboration, celebration, training, and professional development. The conference brought statewide networks together for in-depth learning, networking opportunities, and collaborative discussions about the issues that impact child welfare work and the future of child welfare in Louisiana. The CIP sponsored this conference. No CLEs or CEUs were offered. A total of 138 attended.
- **LA Juvenile & Family Court Judges collaborative training with the Louisiana Office of Behavioral Health:** Louisiana Office of Behavioral Health presented findings of a statewide survey conducted regarding mental health in Louisiana and educated judges on behavioral health services and resources available in Louisiana. 1.5 CLE hours were offered at each of the five sessions and were sponsored by CIP.

**Resources:** The Pelican Center and CIP continue to support Louisiana child welfare attorneys and the quality of legal representation by providing an updated Louisiana Children’s Code Handbook. During the state fiscal year 2022, the Pelican Center and CIP provided Children’s Code Handbook’s to sixty-two child welfare attorneys.

**Foster and Adoptive Parent Training:** New foster and adoptive parents must complete pre-service training to become certified. Regular foster parents complete required and optional trainings each year (36 in total). Multiple training models were developed specifically for Louisiana through collaboration with partners such as The Annie E. Casey Foundation and Texas Christian University Child Development Center incorporating components of Quality Parenting and Trust-Based Relationship Interventions (TBRI). The Journey Home Precertification training was developed and implemented beginning in 2017. For SFY 2020, training was reduced due to the COVID-19 situation. Four hundred (400) regular foster homes were certified and completed 30 hours of pre-service trainings (24 classroom hours and six hours homework). Three hundred fifty-six (356) child specific or kinship homes were certified and completed 12 classroom hours.

The following table shows a breakdown of the Foster Homes and Child Specific Homes by region that were certified throughout SFY 2020:

Certified foster/adoptive parents are required to complete 15 hours of training per year to maintain certification. Other trainings are taken pertaining to specific initiatives or new requirements. Per licensing regulations, foster families are required to have 15 training hours by June 30 of each year in all nine regions, all foster families had the required 15 training hours before July 31, 2020, or their homes were closed before July 31, 2020.

The following is a table of evaluations regarding training sessions provided to foster/adoptive parents between July 1, 2019 and June 20, 2020.

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<b>Foster/Adoptive/Pre-Service Caregiver Ongoing Training Evaluations SFY 2020:</b>			
Training	Total Participants (Overall)	Total Evaluations Completed by Caregivers	Total Hours Awarded to Caregivers
A Journey Home Pre-Service	N/A	131	786
Bullying 101	801	576	432
Bullying 201	333	333	249.75
Keeping Youth TECHnically	21	20	20
Kids and Substance Abuse	782	523	523
Louisiana Kinship Navigator	339	207	207
Maximizing the Power of Adol.	810	516	774
Opening Doors	364	144	144
Removed Part 1	784	106	53
Removed Part 2	497	80	40
The Connected Child	695	678	2034
The Dev. Disability System	300	197	98.5
The Power of Connection	149	113	141.25
Understanding and Managing Behavior	842	654	327
Understanding Girls: M1	324	303	303
Understanding Girls: M2	94	91	91
Understanding Girls: M3	66	64	64
Understanding Girls: M4	58	56	56
Understanding Girls: M5	43	42	42
Using Media Effectively Part 1	203	156	156
Using Media Effectively Part 2	127	91	91
Cultural Compassion: Bias 1	1002	753	376.5
Cultural Compassion: Bias 2	215	158	79
Culture Clash	431	348	522
CPR Refresher	2664	2496	1248
Human Trafficking 101	1173	943	707.25
Mandatory Reporter Training	10466	2803	4204.5
Medication Management	2735	2609	1304.5
Working with LGBT Youth	373	141	211.5
Ice Breakers	254	240	120
Parent Perspective	390	341	596.75
Car Seat Safety	470	411	308.25
Infant Tragedy in the Back Seat	247	189	94.5
Safe Sleep	2861	2606	1954.5
CENLA Foster Support Group	19	19	38
Foster Parent Grief	114	11	11
<b>Totals</b>	<b>31,301</b>	<b>19,325</b>	<b>18,408.75</b>

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SFY 2020 New Certifications					
Region	Foster Homes		Child Specific Homes		Total Homes
	#	%	#	%	
Orleans	46	79 %	12	21%	58
Baton Rouge	26	59%	18	41%	44
Covington	57	42%	80	58%	137
Thibodaux	39	44%	50	56%	89
Lafayette	58	53%	51	47%	109
Lake Charles	35	69%	16	31%	51
Alexandria	51	57%	38	43%	89
Shreveport	55	59%	38	41%	93
Monroe	33	39%	51	61%	84
Other	0	0.0%	2	100.0%	2
<b>Statewide</b>	<b>400</b>	<b>53%</b>	<b>356</b>	<b>47%</b>	<b>756</b>

**Foster and Adoptive Parent Training Update SFY 2021:** It continues to be the policy that all new foster and adoptive parents must complete pre-service training to become certified. Regular foster parents complete twenty four (24) classroom hours and six (6) hours of online training and homework for a total of 30 hours. Child specific families complete 12 hours of pre-service training. COVID restrictions greatly hindered pre-service training so all pre-service training was converted to virtual online training-Child Specific was converted in August 2020 and is conducted by DCFS Home Development staff. DCFS worked with a private provider to convert regular pre-service to a virtual online format and entered a contract with Crossroads NOLA in November 2020 to convert and present the regular pre-service curriculum to all regular foster home applicants. A pilot training in Covington region was held in November 2020 and in January 2021, Crossroads began presenting virtual pre-service training for regular foster home applications statewide. Three hundred seventy seven (377) child-specific homes were certified SFY 2021 and two hundred thirty five (235) regular foster homes were certified in SFY 2021.

The following table shows a breakdown of the Foster Homes and Child Specific Homes by region that were certified throughout SFY 2021:

SFY 2021 New Certifications					
Region	Foster Homes		Child Specific Homes		Total Homes
	#	%	#	%	
Orleans	32	54%	27	46%	59
Baton Rouge	35	74%	12	26%	47
Covington	43	36%	78	64%	121
Thibodaux	11	19%	47	81%	58
Lafayette	30	33%	62	67%	92
Lake Charles	20	54%	17	46%	37
Alexandria	14	57%	38	43%	52
Shreveport	25	40%	37	60%	62
Monroe	25	30%	59	70%	84
<b>Statewide</b>	<b>235</b>	<b>38%</b>	<b>377</b>	<b>62%</b>	<b>612</b>

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Per licensing regulations, all foster families, regular and child-specific are required to have fifteen (15) training hours per family by June 30 of each year to maintain certification. In all nine (9) regions, all foster families had the required fifteen (15) training hours by June 30, 2021, or their homes were closed on July 1, 2021.

The following is a table of evaluations regarding training sessions provided to foster/adoptive parents between July 1, 2020, and June 30, 2021:

<b>Foster/Adoptive/Pre-Service Caregiver Ongoing Training Evaluations SFY 2021:</b>			
<b>Training</b>	<b>Total Caregivers</b>	<b>Total # of evaluations completed by Caregivers</b>	<b>Total Hours Awarded to Caregiver</b>
A Journey Home: Session 1	305	293	NONE
A Journey Home: Session 2	181	171	NONE
A Journey Home: Session 3	179	164	NONE
A Journey Home: Session 4	152	136	NONE
A Journey Home: Session 5	143	132	NONE
A Journey Home: Session 6	154	135	NONE
A Journey Home: Session 7	161	142	NONE
A Journey Home: Session 8	161	134	1288
Assessing Safety in Child Welfare	1	1	1
Asthma and Diabetes Management	271	159	271
Bullying 101	381	223	285.75
Bullying 201: Cyberbullying	268	154	201
Car Seat Safety	469	280	351.75
Caring for Gay, Lesbian, Bisexual, Transgender and Questioning (LGBTQ+) Youth	17	14	51
Comfort Calls and Ice Breakers	85	47	63.75
Court 101	59	34	59
CPR and Choking Emergency Refresher	3386	2307	1693
Cultural Compassion: Addressing Implicit Bias Module 1	833	527	833
Cultural Compassion: Addressing Implicit Bias Module 2	158	111	79
Culture Clash: Bringing the Perspective of Child Development to Social Services and Family Court	265	166	397.5
Human Trafficking 101	828	504	621
Icebreaker Meetings	169	108	84.5
Indian Child Welfare Act	1	1	1.5
Infant Safety: Tragedy in the Backseat	15	6	7.5
Journey Home Pre-Service Kinship Training	671	487	4026
Keeping Youth Technically Connected	186	127	186
Life Skills for Independent Living	52	38	156
Louisiana Kinship Navigator	426	261	426
Mandatory Reporter Training	4035	2418	6052.5
Maximizing the Power of Adolescence	503	295	754.5
Medication Management	3520	2420	1760

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<b>One Heart Can Make a Difference: Impacting Lives through Dynamic Service Excellence</b>	2	1	3.5
<b>Opening Doors: Working with LGBTQ Children, Youth, and Families in Child Welfare</b>	9	3	9
<b>Our Girls Our Communities: The Experience of Black Girls and Young Women in Foster Care</b>	333	219	166.5
<b>Parent Perspective for System Change in QPI</b>	271	170	474.25
<b>Preschool Child Development</b>	33	24	66
<b>Providing Culturally Affirming Care 3.0: A Mosaic Portrait</b>	72	56	216
<b>Ready Set Drive: Teen Driver Safety</b>	89	54	44.5
<b>Ready, Set, ZOOM!</b>	22	20	66
<b>Regular Certification: A Journey Home</b>	87	65	261
<b>Removed Module 1</b>	705	438	352.5
<b>Removed Module 2</b>	1	0	0.5
<b>Safe Sleep, Reducing the Risk of SIDS and SUID</b>	3793	2451	2844.75
<b>Splash into Safety: Water Safety Workshop</b>	329	209	246.75
<b>TBRI Connecting Principles</b>	167	96	167
<b>TBRI Connecting Principles Virtual Training</b>	50	24	300
<b>TBRI Correcting Principles Virtual Training</b>	39	19	234
<b>TBRI Empowering Principles Virtual Training</b>	29	19	174
<b>TBRI Empowering Principles Virtual Training</b>	18	9	108
<b>TBRI Intro and Overview Virtual Training</b>	48	25	288
<b>TBRI Intro and Overview Virtual Training</b>	46	14	276
<b>Teaming for Culture Change</b>	72	42	36
<b>The Connected Child</b>	855	506	2565
<b>The Developmental Disabilities Service System: Navigating the Road</b>	179	115	89.5
<b>The Power of Connection: How Resource Families Can Support Adolescents Through COVID-19 Crisis</b>	158	104	197.5
<b>Thrive: A Normalcy Training</b>	99	77	272.25
<b>Understanding and Managing Behavior: An ABA Approach</b>	811	493	405.5
<b>Using Media Effectively with Young Children &amp; Virtual Visitation Part 1: Virtual Communication with Young Children</b>	92	59	92
<b>Using Media Effectively with Young Children &amp; Virtual Visitation Part 2: Using Media Play with Young Children</b>	71	49	71
<b>What is QPI?</b>	78	52	78
<b>Working with LGBTQ Youth</b>	16	11	24
<b>Grand Total</b>	<b>26,609</b>	<b>17,419 Evaluations</b>	<b>29,779.25 Hours</b>

**Foster and Adoptive Parent Training Update SFY 2022:**

New foster/adoptive parents are still required to complete pre-service training to become certified by the agency. Regular foster parents complete twenty-four (24) classroom hours and six (6) hours of online training and homework for a total of 30 hours. Child specific families are required to complete 12 hours of pre-service training. Pre-service training was provided for all prospective foster parents throughout the state in a virtual format through a contract with Crossroads NOLA and Texas Christian University. The pre-service training “A Journey Home” has been offered virtually by Crossroads NOLA since 2021. For SFY 2022 training was reduced due to the COVID-19 situation.

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Prospective foster parents must complete an Orientation, followed by eight, three hour each pre-certification classes, A Journey Home, (AJH) held virtually by Crossroads. Crossroads addresses all pre-service training needs by evaluations completed by all potential foster parents at the completion of the eight required, three hour each, A Journey Home Pre-Service Certification classes. From 10/1/22 through July 2023, Crossroads had 357 prospective foster families complete the AJH online. A total of 949 individuals registered, and 607 of those individuals completed the training (the 357 families number accounts for the family units that are couples as well as those who are individuals).

Pre-Service Applicants are invited to Pre-Service AJH Certification classes by HD Supervisor and provided a link to register from AJH pre-service classes. Once the applicant registers for AJH and attends Session one, Crossroads will then forward list of registered/attending applicants to LCWTA to create Moodle account for all pre-service applicants. Once accounts are created pre-service applicants will receive an email from LCWTA informing the pre-service applicant they may now log into their account and complete the Mandatory Additional trainings needed for certification. Once pre-service classes are completed prospective foster parents must complete Mandated Trainings for their certification. These trainings are provided LCWTA through the online Moodle System. Trainings provided in Moodle are Mandated Reporter, CPR/First Aid, Safe Sleep (SIDS), Medication Management, Car Seat Safety, and Foster Parents Rights and Responsibilities. When the pre-service applicant has completed the Mandatory additional trainings in MOODLE they will receive a downloadable certificate that the applicant must present to their Home Development (HD) Worker to verify training has been completed prior to certification. It should be noted that pre-service applicants will also receive a certificate from AJH/Crossroads upon completion that the applicant will also submit to their HD worker prior to certification. HD supervisors may log into MOODLE to check the transcripts of all foster parents in their region to double check additional mandatory training hours are listed and captured in Moodle. All pre-service applicants must present documentation of Moodle and AJH to HD as part of their certification requirements. An applicant will not be certified if the training requirement of certification is not met.

Following certification, foster/adoptive caregivers must complete 15 hours of on-going training to stay certified, the ongoing training includes 4 mandatory courses. There was a change in the mandatory foster/adoptive caregiver policy, which became effective July 1, 2022. This included the addition of two new mandatory trainings for foster/adoptive home certification and an alternate schedule for mandatory trainings required for foster/adoptive home certification. The alternate schedule mandated that newly certified foster parents must complete Car Seat Safety and Foster/Adoptive Caregivers Rights and Responsibilities before certification along with the other mandated trainings of CPR/First Aid, Mandated Reporter, Safe Sleep and Medication Management. Certified foster/adoptive caregivers were required to complete Car Seat Safety and Foster Caregivers Rights and Responsibilities by October 1, 2022. All mandatory courses are offered online through the Louisiana Child Welfare Training Academy via their Moodle system. The specific requirements for the alternate schedule included the following: during even state fiscal years (beginning July 1, 2022) all certified foster/adoptive caregivers complete CPR/First

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Aid Refresher, Car Seat Safety, and Foster/Adoptive Caregiver Rights and Responsibilities. Odd state fiscal years (beginning July 1, 2023) all certified foster/adoptive caregivers complete Safe Sleep, Mandated Reporter, and Medication Management. It has continued to be the responsibility of the Regional Home Development Unit to develop a plan of tracking and notifying all certified foster/adoptive caregivers of the approved training schedule and to ensure that all certified foster/adoptive caregivers complete the required trainings in the assigned year. LCWTA addresses training needs by evaluations that are completed by potential and certified foster parents at the completion of each training prior to receiving credit for completion.

Current certified foster parents may obtain their annual training hours through LCWTA/Moodle system. Once the foster parent has completed the training selection of their choice they will receive a downloadable certificate to present to their HD worker for verification of hours. The HD Supervisor may also verify hours completed by the foster parent and any given time through the Moodle system for their assigned region. Should a foster parent participate and complete a training that is outside of the Moodle system the foster parent will submit their certificate of completion to their HD worker to receive credit. Once the certificate is received the HD supervisor will then enter the outside training credit for the foster parent in Moodle in a general category to reflect on the foster parents training transcript.

All foster parent annual training hours are due June 30th of each year. HD Supervisors also review foster parents training transcripts in Moodle on a quarterly basis to ensure foster parents are working towards their goal of 15 hours annually throughout the fiscal year. HD units send reminder letters of training hours obtained on a quarterly basis to all foster parents. Foster parents who do not meet this requirement will be placed on a corrective action plan for a specified time frame in order to complete their training. Should the foster parents not comply with the corrective action plan and not obtain the required number of training hours in the time specified the home will be closed. Each quarter the Department sends a closure survey to all foster parents who have closed in that quarter in an effort to receive feedback of their fostering experience.

The LCWTA takes a primary role in ensuring that all foster and adoptive caregivers in the state have access to high quality training that meets their specific needs for ongoing training after certification. The LCWTA offers in-person (synchronous) and virtual, on-line (asynchronous) training courses. The LCWTA offered 41 asynchronous on-line training courses that foster parents can access at any time during the SFY 2022. Around 3,000 foster caregivers were active in Moodle in 2022, completing 10,805 courses. In addition, fifteen different courses were offered either live in-person, or virtually live through zoom. Many of the virtually live courses were offered numerous times throughout the year at varying days and times. In 2021, the LCWTA surveyed foster parents to learn what days and times of the week would be most conducive to foster caregiver schedules and then proceeded to offer virtually live courses at those times, such as Saturday mornings, afternoons, and weekdays after 5:00 pm. Foster parents receive emails and text blasts about training opportunities. After adjusting the timing of virtual live courses, the attendance at those trainings has increased to the point that most trainings fill to max capacity. For example,

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the “Lifebooks that Help Heal” 3-hour synchronous virtual training was offered on January 20, 2022, at both 8:30 am and 5:30 pm. The early session had 16 participants and the later session had 22 participants. This is a very interactive training that involves participants crafting Lifebook pages for a youth in their home with the Lifebook pages and supplies that the LCWTA or trainer has mailed to them. The LCWTA works with the Lifebooks course training to ensure that all foster parents who complete the course receive a Lifebook kit through the mail. The LCWTA tracks courses for trends and adjusts to meet the needs of participants. A number of new courses were added in 2022 that take a new approach of including the youth in the training. For instance, three virtually live courses were developed specifically for foster caregivers and the youth in their homes to participate in together including: “Real Life Skills for Independent Living”, “Life Books that Heal”, and “Creative Art Projects that Build Self Esteem”, plus one asynchronous course for foster caregivers to watch with the youth called “Court 101”. The newest addition to the foster caregiver training courses is a live virtual training titled “Talk, Touch and Listen While Combing Hair”, developed and taught by Dr. Marva Lewis at Tulane University. This course centers on the use of the cultural practice, hair combing interaction (HCI) to strengthen emotional bonding and attachment between foster caregivers and children of color in their care. Participants learned how to use it to nurture and foster positive self-worth in children in their care. The LCWTA monitors attendance and participation on the synchronous and asynchronous courses and tracks for trends and possible needs for revision to course offerings.

The following is a table of evaluations regarding training sessions provided to foster/adoptive parents between July 1, 2021 and June 30, 2022:

Foster/Adoptive/Pre-Service Caregiver Ongoing Training Evaluations SFY 2022:			
Training	Training Hours	Total # of evaluations completed by Caregivers	Total Hours Awarded to Caregiver
A Journey Home: Session 1	0	326	0
A Journey Home: Session 2	0	183	0
A Journey Home: Session 3	0	179	0
A Journey Home: Session 4	0	145	0
A Journey Home: Session 5	0	138	0
A Journey Home: Session 6	0	140	0
A Journey Home: Session 7	0	153	0
A Journey Home: Session 8	0	144	0
Assessing Safety in Child Welfare	1	217	217
Asthma and Diabetes Management	1	284	284
Bullying 101	0.75	315	236.25
Bullying 201: Cyberbullying	0.75	208	156
Car Seat Safety	0.75	383	287.25
Caring for Gay, Lesbian, Bisexual, Transgender and Questioning (LGBTQ+) Youth	1	103	103
Comfort Calls and Ice Breakers	0.75	179	134.25
Court 101	1	367	367
CPR and Choking Emergency Refresher	0.5	2,478	1239

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Cultural Compassion: Addressing Implicit Bias Module 1	1	664	664
Cultural Compassion: Addressing Implicit Bias Module 2	0.5	123	61.5
Culture Clash: Bringing the Perspective of Child Development to Social Services and Family Court	1.5	349	523.5
Human Trafficking 101	0.75	645	483.75
Icebreaker Meetings	0.5	207	103.5
Indian Child Welfare Act	1.5	0	0
Infant Safety: Tragedy in the Backseat	0.5	119	59.5
Journey Home Pre-Service Kinship Training	6	1047	6282
Keeping Youth Technically Connected	1	296	296
Life Skills for Independent Living	3	38	114
Louisiana Kinship Navigator	1	350	350
Mandatory Reporter Training	1.5	2,641	3961.5
Maximizing the Power of Adolescence	1.5	453	679.5
Medication Management	0.5	1,500	750
One Heart Can Make a Difference: Impacting Lives through Dynamic Service Excellence	1.75	0	0
Opening Doors: Working with LGBTQ Children, Youth, and Families in Child Welfare	1	69	69
Our Girls Our Communities: The Experience of Black Girls and Young Women in Foster Care	0.5	312	156
Parent Perspective for System Change in QPI	1.75	356	623
Preschool Child Development	1	24	24
Providing Culturally Affirming Care 3.0: A Mosaic Portrait	1	57	57
Ready Set Drive: Teen Driver Safety	0.5	144	72
Removed Module 1	0.5	564	282
Removed Module 2	0.5	0	0
Safe Sleep, Reducing the Risk of SIDS and SUID	0.75	1,597	1197.75
Splash into Safety: Water Safety Workshop	0.75	339	254.25
Talk, Touch, and Listen While Combing Hair	1	6	6
TBRI Connecting Principles	6	745	4470
TBRI Correcting Principles Virtual Training	6	214	1284
TBRI Empowering Principles Virtual Training	6	216	1296
TBRI Intro and Overview Virtual Training	6	367	2202
Teaming for Culture Change	0.5	116	58
The Connected Child	3	722	2166
The Developmental Disabilities Service System: Navigating the Road	0.5	166	83
The Power of Connection: How Resource Families Can Support Adolescents Through COVID-19 Crisis	1.25	257	321.25
Thrive: A Normalcy Training	1	77	77
Understanding and Managing Behavior: An ABA Approach	0.5	679	339.5
Using Media Effectively with Young Children & Virtual Visitation Part 1: Virtual Communication with Young Children	1	0	0
Using Media Effectively with Young Children & Virtual Visitation Part 2: Using Media Play with Young Children	1	0	0
What is QPI?	1	164	164
Working with LGBTQ Youth	1.5	103	154.5
Grand Total	68.5	21688	32728.75

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**Child Placing Agencies/Residential Facility Trainings:** DCFS does not provide direct training to state licensed or approved facilities caring for children in foster care; however, training requirements are outlined in the Licensing Regulations. DCFS Licensing verifies that all licensing requirements, including required training, are met during on-site licensing inspections. During SFY ending June 30, 2020, 16 out of 22 Residential Homes and 2 out of 15 Child Placing Agencies were without training deficiencies following any of their inspections.

The following table summarizes the Child Placing Agencies and Residential Homes, site inspections, dates of first and last inspections, training requirements, and the date when all staff training deficiencies were cleared as reported by DCFS Licensing:

Facility Name	Program Code	Inspection dates during timeframe of 7/1/19-6/30/20	Total # of Staff	Orientation	Annual Training	CPR/FA	Date training deficiencies cleared
MacDonell United Methodist Children's Services, Inc.	Child Residential	07/30/2019 11/07/2019 3/3/2020					
Boys Town Louisiana - City Park Family Home	Child Residential	09/09/2019 10/21/2019 11/12/2019 1/28/2020 4/22/2020					
Lafourche Parish Juvenile Justice Facility	Child Residential	07/31/2019 10/08/2019					
Community Receiving Home Inc. dba Renaissance	Child Residential	07/17/2019 09/04/2019 11/27/2019 12/10/2019 2/11/2020 03/20/2020					
Harmony Center, Inc. - Harmony III Group Home	Child Residential	08/12/2019 09/17/2019 11/04/2019 12/02/2019 02/27/2020 04/24/2020	8 staff	11/4/2019 1 staff	11/4/2019 5 staff		cleared 12/02/2019
Louis Children's Crisis Center	Child Residential	08/20/2019 10/30/2019 3/10/2020	4 staff	08/20/2019 1 staff			cleared 10/30/2019
Raintree House	Child Residential	09/04/2019 12/10/2019 02/13/2020 06/03/2020					
Ware Youth Center Shelter	Child Residential	08/07/2019 09/10/2019 10/22/2019 12/16/2019 02/19/2020					

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Harbour House ETC - Emergency Shelter for Children	Child Residential	08/22/2019 09/23/2019 01/06/2020 03/03/2020 04/24/2020					
Boys Town Louisiana - Magazine Family Home	Child Residential	09/09/2019 10/21/2019 01/29/2020					
Cane River Children's Services, Inc.	Child Residential	07/08/2019 10/07/2019 11/20/2019 12/18/2019 01/22/2020 3/12/2020	17 staff		10/07/2019 16 staff	11/20/2019 1 staff	11/20/2019 cleared 15 staff annual training 12/18/2019 cleared 1 staff CPR/FA
Gulf Coast Social Services	Child Placing Agency	08/28/2019 01/14/2020 03/09/2020					
Christopher Youth Center	Child Residential	10/15/2019 12/17/2019 01/21/2020 03/05/2020 06/10/2020					
Volunteers of America, GBR Client Placing Foster Care / Treatment Foster Care	Child Placing Agency	07/25/2019 09/04/2019 10/09/2019 1/23/2020 03/17/2020					
Jesse Dotey Youth Development Center	Child Residential	07/19/2019 10/03/2019 12/26/2019					
Cane River Children's Services Child Placing Programs	Child Placing Agency	07/09/2019 10/01/2019 11/05/2019 2/3/2020 03/11/2020					
The Agape House	Child Residential	08/01/2019 10/22/2019 01/21/2020					
Nora's House	Child Placing Agency	07/22/2019 08/15/2019 10/03/2019 10/23/2019					
Behrman Treatment Family Home	Child Residential	08/13/2019 09/10/2019 11/20/2019 12/05/2019 03/03/2020					
Boys Town Louisiana - Bienville Family Home	Child Residential	09/09/2019 10/21/2019 11/20/2019 1/28/2020 04/22/2020					
Lighthouse Ranch for Boys	Child Residential	11/06/2019 06/17/2020					

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Gulf Coast Social Services	Child Placing Agency	07/23/2019 10/17/2019 11/21/2019 05/19/2020					
Gulf Coast Social Services	Child Placing Agency	09/03/2019 12/30/2019 03/17/2020					
Therapeutic Family Services, Catholic Charities Archdiocese of New Orleans	Child Placing Agency	09/19/2019 10/14/2019 02/18/2020 3/9/2020					
The Agape House II	Child Residential	08/29/2019 10/28/2019 11/04/2019 01/13/2020 06/24/2020					
Harmony Center, Inc. - A.B. Horn Group Home	Child Residential	08/01/2019 08/08/2019 09/19/2019 11/18/2019 01/30/2020 02/13/2020	10 staff	08/01/2019 1 staff 08/08/2019 1 staff (different staff person)		08/08/2019 2 staff	8/08/2019 cleared 1 staff orientation 11/18/2019 cleared 1 staff orientation 09/19/2019 cleared 2 staff CPR/FA
Methodist Foster Care - Monroe	Child Placing Agency	07/10/2019 10/14/2019 11/13/2019 1/29/2020 05/18/2020	16 staff		05/18/2020 1 staff		cleared outside of timeframe for report
Methodist Foster Care - Lafayette	Child Placing Agency	08/08/2019 09/11/2019 10/10/2019 01/29/2020 03/05/2020					
Lighthouse Child Residential Center	Child Residential	10/08/2019 11/18/2019 2/11/2020 03/12/2020 05/06/2020	3 staff		10/08/2019 2 staff		10/16/2019 cleared
The Louis Children's Crisis Center - Midland	Child Residential	9/10/2019 2/2/2020	15 staff	09/10/2019 1 staff			2/2/2020 cleared
The Kennedy Center of Louisiana, Inc.	Child Placing Agency	07/29/2019 09/25/2019 11/20/2019 01/13/2020 02/26/2020					
Metanoia Manor	Child Residential	09/24/2019 10/24/2019 01/09/2020 03/5/2020 04/17/2020					
Choices Coordinated Care Solutions, Inc.	Child Placing Agency	08/20/2019 09/25/2019 12/02/2019 02/03/2020					
Methodist Foster Care - Covington	Child Placing Agency	11/13/2019 02/11/2020					

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LL Brandon Transitional Home	Child Placing Agency	07/26/2019 08/21/2019 09/12/2019 12/03/2019 01/08/2020 03/16/2020 05/20/2020	22 staff	03/16/2020 21 staff			21 staff cleared by 3/20/2020
National Youth Advocate Program	Child Placing Agency	08/15/2019 10/31/2019 01/27/2020 02/10/2020	3 staff	01/27/2020 1 staff			cleared 02/10/2020
Methodist Foster Care - Alexandria	Child Placing Agency	11/01/2019 02/20/2020 04/28/2020					

*Note: An empty cell, under Training Deficiencies, references a lack of deficiencies when inspected (i.e., all staff completed their Orientation trainings at the time of each inspection).  
Number of Inspections and Date Range<sup>a</sup>: Date range in parentheses is referencing the month and year of the first and last inspection during the 19-20 fiscal year (m/yy).  
Date Deficiencies Cleared<sup>b</sup>: The date used references when all staff were cleared. Some staff completed their trainings before the mentioned date.*

**Child Placing Agencies/Residential Facility Trainings Update SFY 2021:** DCFS does not provide direct training to state licensed or approved facilities caring for children in foster care; however, training requirements are outlined in the Licensing Regulations. DCFS Licensing verifies that all licensing requirements, including required training, are met during on-site licensing inspections. During SFY ending June 30, 2021, 16 out of 22 Residential Homes and 2 out of 15 Child Placing Agencies were without training deficiencies following any of their inspections.

The following table summarizes the Child Placing Agencies and Residential Homes, site inspections, dates of first and last inspections, training requirements, and the date when all staff training deficiencies were cleared as reported by DCFS Licensing:

Lic. #	RESIDENTIAL HOME NAME	ADDRESS	CITY	PARISH	ZIP-CODE	Inspection dates during timeframe of 7/1/20-6/30/21	Total # of staff
2072	MacDonell United Methodist Children's Services, Inc.	8326 Main Street	Houma	Terrebonne	70363	3/3/2021	
2089	Boys Town Louisiana - City Park Family Home	313 City Park Avenue	New Orleans	Orleans	70119	08/31/2020 11/10/2020 04/22/2021	
2107	Lafourche Parish Juvenile Justice Facility	2525 Veterans Boulevard	Thibodaux	Lafourche	70301	11/04/2020	
2112	Community Receiving Home Inc. dba Renaissance	6177 Bayou Rapides Road	Alexandria	Rapides	71303	07/30/2020 09/24/2020 01/08/2021 11/30/2020 03/01/2021 04/20/2021 05/27/2021	

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2117	Harmony Center, Inc. - Harmony III Group Home	1246 Laurel Street	Baton Rouge	East Baton Rouge	70802	11/09/2020 12/14/2020 03/01/2021 02/01/2021 04/14/2021 05/12/2021	7 staff
2148	Louis Children's Crisis Center	3511 Bayou Black Drive	Houma	Terrebonne	70360	09/29/2020 03/09/2021	
2154	Raintree House	1219 Eighth Street	New Orleans	Orleans	70115	10/07/2020 01/26/2021 03/02/2021 05/12/2021 03/31/2021 05/12/2021	
2243	Ware Youth Center Shelter	4815 Shed Road	Bossier City	Bossier	71111	08/03/2020 09/24/2020 02/01/2021 04/20/2021 06/11/2021	
3707	Boys Town Louisiana - Magazine Family Home	6020 Magazine Street	New Orleans	Orleans	70118	09/01/2020 04/22/2021	
6318	Cane River Children's Services, Inc.	425 Rue deGabriel	Natchitoches	Natchitoches	71457	07/14/2020 10/13/2020 12/15/2020 02/22/2021 04/06/2021 04/26/2021 05/26/2021 06/28/2021 06/30/2021	
6620	Christopher Youth Center	205 Smith Ave.	Monroe	Ouachita	71203	09/09/2020 12/01/2020 01/28/2021 03/16/2021 05/04/2021	
12566	Jesse Dotey Youth Development Center	250 North Second Street	Ponchatoula	Tangipahoa	70454	07/08/2020 11/24/2020 02/19/2021	
13553	The Agape House	508 Morris Street	Franklin	St. Mary	70538	07/08/2020 10/06/2020 10/30/2020 01/25/2021 04/13/2021 06/30/2021	
14589	Behrman Treatment Family Home	1008 Behrman Highway	Gretna	Jefferson	70056	08/03/2020 09/08/2020 02/09/2021 04/15/2021	
15114	Boys Town Louisiana - Bienville Family Home	3308 Bienville Street	New Orleans	Orleans	70119	09/01/2020 10/06/2020 11/10/2020 04/22/2021	

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15250	Lighthouse Ranch for Boys	51453 Hwy 443	Loranger	Tangipahoa	70446	5/26/2021	
16175	The Agape House II	1205 Tallow Tree Lane	Harvey	Jefferson	70058	01/05/2021 10/23/2020 03/12/2021 05/19/2021	
16316	Lighthouse Child Residential Center	150 Lighthouse Lane	Reeves	Allen	70658	02/08/2021 03/25/2021 06/07/2021	
16319	The Louis Children's Crisis Center - Midland	107 Midland Drive	Houma	Terrebonne	70360	2/3/2021 2/20/2021	
16326	Metanoia Manor	Metanoia Manor	Baton Rouge	East Baton Rouge	70879	10/27/2020 02/25/2021	12 staff
16348	LL Brandon Transitional Home	1 Larry Brandon III Circle	Shreveport	Caddo	71109	09/08/2020 12/14/2020 02/08/2021 05/03/2021	38 staff

*Note: An empty cell, under Training Deficiencies, references a lack of deficiencies when inspected (i.e., all staff completed their Orientation trainings at the time of each inspection).*

*Number of Inspections and Date Range<sup>a</sup>: Date range in parentheses is referencing the month and year of the first and last inspection during the 20-21 fiscal year (m/yy).*

*Date Deficiencies Cleared<sup>b</sup>: The date used references when all staff were cleared. Some staff completed their trainings before the mentioned date.*

**Child Placing Agencies/Residential Facility Trainings Update SFY 2022:**

Residential										
License #	Facility Name	Street Only	Facility City	Parish	Zip Code	Inspection dates during timeframe of 7/1/21-6/30/22	Orientation*	Annual Training	CPR/FA	Date training deficiencies cleared
2072	MacDonell United Methodist Children's Services, Inc.	8326 Main Street	Houma	Terrebonne	70363	08/24/2021 10/20/2021 11/09/2021 03/03/2022 05/05/2022 06/13/2022 02/01/2022			5/5/2022 -1 staff	6/13/2022
2089	Boys Town Louisiana - City Park Family Home	313 City Park Avenue	New Orleans	Orleans	70119	08/12/2021 10/27/2021 11/15/2021 12/15/2021 01/21/2022 02/14/2022 04/06/2022 09/27/2021				
2107	Lafourche Parish Juvenile Justice Facility	2525 Veterans Boulevard	Thibodaux	Lafourche	70301	10/12/2021 11/22/2021 03/16/2022		10/12/2021 2 staff		11/22/2021

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2112	Community Receiving Home Inc. dba Renaissance	6177 Bayou Rapides Road	Alexandria	Rapides	71303	07/07/2021 08/18/2021 09/21/2021 10/20/2021 11/30/2021 03/16/2022 06/08/2022 02/02/2022				
2117	Harmony Center, Inc. - Harmony III Group Home	1246 Laurel Street	Baton Rouge	East Baton Rouge	70802	07/22/2021 08/17/2021 11/01/2021 12/13/2021 01/27/2022 04/28/2022 05/26/2022		11/1/2021 – 1 staff 7/22/2021 – 1 staff		12/13/2021 8/17/2021
2154	Raintree House	1219 Eighth Street	New Orleans	Orleans	70115	10/05/2021 12/22/2021 01/06/2022 02/01/2022 02/23/2022 04/13/2022 05/04/2022 06/06/2022			10/05/2021 2 staff	12/22/2021
2243	Ware Youth Center Shelter	4815 Shed Road	Bossier City	Bossier	71111	08/16/2021 10/04/2021 12/06/2021 02/21/2022 04/20/2022				
3707	Boys Town Louisiana - Magazine Family Home	6020 Magazine Street	New Orleans	Orleans	70118	8/12/2021 9/27/2021 10/27/2021 11/15/2021 12/15/2021 02/14/2022 04/06/2022				
6318	Cane River Children's Services, Inc.	425 Rue deGabriel	Natchitoches	Natchitoches	71457	10/21/2021 11/30/2021 01/04/2022 02/24/2022 04/27/2022 8/2/2021		8/2/2021 - 15 staff cleared 10/21/21	10/21/2021 1 staff 08/02/2021 1 staff 10/21/2021 2 staff 11/30/2021 2 staff 01/04/2022 1 staff	11/30/2021 11/30/2021 11/30/2021 1/4/2022 2/24/2022
6620	Christopher Youth Center	205 Smith Ave.	Monroe	Ouachita	71203	07/01/2021 08/11/2021 10/04/2021 12/02/2021 01/26/2022 04/13/2022 5/31/2022 06/28/2022		5 staff 05/31/2022		6/1/2022
13553	The Agape House	508 Morris Street	Franklin	St. Mary	70538	10/13/2021 01/18/2022 02/07/2022 04/12/2022				
14589	Behrman Treatment Family Home	1008 Behrman Highway	Gretna	Jefferson	70056	7/19/2021 8/11/2021				

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15114	Boys Town Louisiana - Bienville Family Home	3308 Bienville Street	New Orleans	Orleans	70119	8/12/2021 9/27/2021 10/27/2021 11/15/2021 12/15/2021 01/21/2022 02/15/2022 04/06/2022				
15250	Lighthouse Ranch for Boys	51453 Hwy 443	Loranger	Tangipahoa	70446	07/08/2021 11/22/2021 03/17/2022 06/07/2022		1 staff 06/07/2022		not cleared within timeframe
16175	The Agape House II	1205 Tallow Tree Lane	Harvey	Jefferson	70058	08/26/2021 10/25/2021 01/04/2022 03/23/2022 5/25/2022 06/27/2022				
16316	Lighthouse Child Residential Center	150 Lighthouse Lane	Reeves	Allen	70658	07/02/2021 07/16/2021 10/12/2021 11/08/2021 1/19/2022 03/14/2022 06/08/2022				
16326	Metanoia Manor	Metanoia Manor	Baton Rouge	East Baton Rouge	70879	07/19/2021 08/16/2021 9/20/2021 2/20/2021 3/08/2022 6/21/2022				
16331	Restoration Crisis Center Therapeutic Home, LLC (RCCTH)	Restoration Crisis Center Therapeutic Home	Shreveport	Caddo	71149	7/26/2021 9/13/2021 10/26/2021 11/18/2021 1/31/2022 4/11/2022				
<b>Child Placing</b>										
2309	Louisiana Baptist Children's Home	7200 DeSiard Road	Monroe	71203	Ouachita	07/12/2021 08/16/2021 09/27/2021 10/26/2021 11/12/2021 12/13/2021 01/27/2022 04/18/2022		1 foster parent 07/12/2021	8 foster parents	10/26/2021 annual  CPR/FA 08/16/2021
2367	Bossier Kids, Incorporated	2125 Airline Drive	Bossier City	71111	Bossier	8/3/2021 10/06/2021 12/1/2021 12/10/2021 02/02/2022 03/04/2022 4/26/2022				
2409	Raintree Family Foster Care	1233 Eighth Street	New Orleans	70115	Orleans	07/01/2021 11/02/2021 01/12/2022 03/22/2022 5/10/2022 06/06/2022				

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6587	Gulf Coast Social Services	5850 Florida Boulevard	Baton Rouge	East Baton Rouge	70806	08/09/2021 11/16/2021 01/31/2022 04/19/2022				
8793	VOASCL, Client Placing Foster Care/ Treatment Foster Care	1945 Carolyn Sue Drive	Baton Rouge	East Baton Rouge	70815	8/10/2021 11/17/2021 02/15/2022 04/21/2022				
13372	Cane River Children's Services Child Placing Programs	911 Second Street	Natchitoches	Natchitoches	71457	07/21/2021 09/21/2021 10/27/2021 12/06/2021 02/23/2022 04/21/2022 06/08/2022				
15826	Gulf Coast Social Services	2400 Edenborn Avenue, First Floor	Metairie	Jefferson	70001	08/18/2021 10/19/2021 12/16/2021 01/27/2022 03/15/2022 04/28/2022 05/24/2022				
16310	Methodist Foster Care - Monroe	3101 Armand Street, Suite 3	Monroe	Ouachita	71201	07/22/2021 08/06/2021 08/26/2021 10/12/2021 12/07/2021 01/12/2022 02/21/2022 02/25/2022 3/21/2022 25/2022 6/27/2022	18 Foster Parents <u>Mandated Reporter - 3/21/22.</u> 1 corrected 3/23/22, 1 corrected 3/24/22, 1 corrected 3/29/22, 3 corrected 3/30/22, 1 corrected 3/31/22, 2 corrected 4/3/22, 2 corrected 4/4/22, 6 corrected 5/25/22, and 1 corrected 6/27/22. <u>19 FP - SIDS 3/21/22.</u> 1 corrected 3/23/22, 1 corrected 3/24/22, 1 corrected 3/29/22, 1 corrected 3/30/22, 1 corrected 3/31/22, 1 corrected 3/28/22, 1 corrected 4/1/22, 1 corrected 4/3/22, 1 corrected 4/4/22, 1 corrected 5/25/22, and 1 corrected 6/27/22.	3/21/2022 – 5 foster parents 5/26/2021 – 1 foster parent	4 - FP 4/5/22, 1 CPR 3/25/22, FA 5/25/22 CPR 1/13/22, FA 4/5/22	
16323	The Kennedy Center of Louisiana, Inc.	2210 Line Avenue, Suite 207	Shreveport	Caddo	71104	9/15/2021 11/8/2021 1/13/2022 3/22/2022				
16327	Empower 225 Anchor House	4829 Winbourne Ave	Baton Rouge	East Baton Rouge	70805	07/26/2021 09/16/2021 11/08/2021 11/23/2021 12/14/2021 02/15/2022 03/22/2022 5/24/2022	12/14/21 - 1 Staff Orientation - Cleared 2/15/22 5/24/21 - 1 staff Mandated Reporter - not corrected during time frame.	5/24/2022 - 2 Staff	7/26/2021	

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16346	Methodist Foster Care - Covington	102 Highland Park Plaza	Covington	St. Tammany	70434	10/14/2021 12/07/2021 3/8/2022				
16350	National Youth Advocate Program	2900 Westfork Drive Suite 401	Baton Rouge	East Baton Rouge	70827	8/3/2021 10/13/2021 11/22/2021 01/12/2022 03/28/2022 06/20/2022				
16352	Methodist Foster Care - Alexandria	4615 Parliament Drive, Suite 103	Alexandria	Rapides	71301	07/21/2021 9/22/2021 10/27/2021 01/11/2022 02/23/2022 06/02/2022		09/22/2021 - 12 foster parents		1/1/2022
16364	Catholic Charities Archdiocese of New Orleans - Therapeutic Family Services	405 Gretna Blvd., Suite 103A	Gretna	Jefferson	70053	08/24/2021 10/04/2021 12/14/2021 03/14/2022 04/25/2022				
16365	Methodist Foster Care-Shreveport	225 Albany Street	Shreveport	Caddo	71105	11/30/2021 2/9/2022 6/8/2022		6/8/2022 - 1 foster parent mandated reporter - not corrected during time frame 6/8/22- 2 FP SIDS - not corrected during time frame		
16315 / 16384	Methodist Foster Care - Lafayette CHOL 3/22/23	1819 W Pinhook Suite 114	Lafayette	Lafayette	70508	01/31/2022 03/10/2022 05/24/2022 07/28/2021 10/18/2021 11/29/2021	5/24/22 - 1 foster parent - not corrected during time frame		1/31/22 - 2 foster parents 7/28/21 - 2 foster parents	2/1/22 10/18/21

\*If met, the cell is blank. If not met, cell notes date and # of staff that did not receive training.

**F. SERVICE ARRAY**

The Louisiana Department of Children and Family Services (DCFS) Child Welfare (CW) program provides an array of services. These services assess the strengths and needs of children and families, determine other service needs, and address the needs of families as well as the individual children to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.

The state's CW service continuum/service array includes:

- Centralized Intake (CI) for intake, screening and referral;
- Child Protective Services (CPS) for the assessment of reports of abuse/neglect;
- Family Services (FS) for in-home services when it is safe for a child to remain in the home;
- Foster Care (FC), Services to Parents (SP), Kinship Care (KC), Guardianship Subsidy, Chafee Independent Living Services, Adoption (AD), Education Training Vouchers and Extended Foster Care for out-of-home services;

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- Home Development (HD) for the recruitment, certification and retention of foster/adoptive parents;
- Day Care (DC) services are provided in collaboration with LDE:
  - To prevent removal and provide for the safety of children served in the CPS and FS cases as well as children remaining in the home with the parents in SP cases where at least one child has entered foster care; and,
  - To stabilize placements of children in foster home settings as well as ensuring children of minor parents who are in foster care have the care needed while the minor parents achieve educational goals and seek normalcy.
- Interstate Compact on the Placement of Children (ICPC) for cross-jurisdictional placement services to children in out-of-home placements or being adopted; and,
- Residential and Behavioral Health Care for children who are unable to live in family/home-based settings.

Services are provided in all political jurisdictions throughout the state encompassing 64 parishes divided into nine regions. DCFS has CW offices located in 48 parishes statewide. Individuals who live in parishes where there is no CW parish office are served in their parishes of residence by DCFS staff housed in neighboring parishes. If travel for other services is required, DCFS provides transportation as resources allow.

The service array is provided through a number of specialized services and collaboration with community partners. Some examples include:

- A contract with the Language Line to serve clients with limited English proficiency;
- A drug screening contract allowing for a variety of screening options as needed to identify drug usage by parents;
- Paternity testing contracts utilizing labs across the state to identify fathers;
- Partnership with the Louisiana State Police to provide national, fingerprint based criminal background clearances on children's caregivers and staff.

Additional information on other specialized services is provided in the sections on CPS, Prevention and Intervention, and Chafee within this plan.

Preventive services are provided to families through the DCFS Family Services (FS) program. The philosophy is each child should remain in his or her own home if the family is able to meet the child's safety and other basic needs. The purpose in serving intact families is to prevent the unnecessary separation of the children from their families by identifying challenges to parental protective capacities, assisting families in improving parental protective capacity, and preventing the breakup of families when a child can be cared for safely in the home. FS workers complete a comprehensive assessment of the family identifying the unique needs, strengths and protective capacities of the family.

Foster care is a planned, goal-directed protective service for children and their parents who must live apart because of child abuse, neglect, or special family circumstances necessitating out-of-home care. Foster care services are intended to be an interim process to provide care for a child until he is reunited with his family or until another permanent

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living situation is provided. The department provides services to parents whose children are in foster care in order to enhance their parental protective capacities and remove the safety threats that resulted in the children's removal from the home. This portion of the foster care program is referred to as the Services to Parents (SP) program. The department assists families in the SP program through teaming to develop a network of support through extended family, friends, and their community to sustain family functioning once reunification is achieved. If unable to achieve reunification, the program serves families by maintaining connections with the child until another permanency goal is achieved.

Services offered to children in foster care, regardless of their age, are provided to insure safety, promote permanency and sustain child well-being. Services are provided statewide in 64 parishes through nine regional offices and 48 parish offices. Through concurrent planning, efforts are made to place children with families who can provide permanent placements for them should they be unable to return to their parent's custody. This involves placing children with relatives who are willing to adopt or accept custody or guardianship of the child or with foster parents who are dually certified as adoptive parents and willing to accept legal risk placements.

The goal of the DCFS Adoption Services (AD) program is to provide permanency for children through adoption. Foster care (FC) adoption is a permanency option for children who cannot safely return to their biological families. The goal of adoption is pursued as a permanent plan when the court of jurisdiction determines the child's family is unable or unwilling to resume care of the child, and the child's needs for safety, permanency and well-being are best achieved through adoption.

The Extended Foster Care Program (EFC) seeks to provide young adults with individualized and age-appropriate support needed to successfully transition to adulthood. EFC provides an age-appropriate program that is distinct from the services provided to youth under age 18 and acknowledges that young people in EFC are adults.

The EFC Program includes placement, services, and case management allowing young adults to experience age-appropriate freedom and independence while continuing to receive guidance and support. As young adults are supported in developing the skills and competencies needed to enter adulthood, they will be supported in achieving permanency and solidifying their supportive connections with family and adults. The program seeks to be flexible and responsive to the needs of young adults so they receive the support needed to thrive as they enter adulthood.

The eligibility criteria for EFC is below:

- Adjudicated as a Child in Need of Care (CINC)
- Aged out of foster care on 18<sup>th</sup> birthday
- Currently 18-21 years old.
- Meets one of the following:
  - Enrolled in a secondary educational program or program leading to an equivalent credential
  - Enrolled in an institution providing postsecondary or vocational education

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- Participating in a program or activity designed to promote employment or remove barriers to employment
- Employed at least eighty hours per month
- Incapable of educational/employment activities due to a medical condition

Extended Guardianship Subsidies and Extended Adoption Subsidies may be offered to the caregivers of youth who enter a guardianship arrangement or are adopted between ages 16 and 18 from foster care who were eligible and began receiving the Guardianship Subsidy or Adoption Subsidy at the time of the guardianship arrangement or adoption. The extended subsidies may be provided to the youth's guardian or adoptive parent, if they continue to provide financial support to the youth, and continue to provide for the ongoing care of the youth up to the youth's twenty-first birthday. For families to receive the extended subsidies their youth must meet the same criteria as youth eligible for the EFC program.

Primary services for FS and SP clients are provided through the Family Resource Centers (FRC). These services include parenting classes, visit coaching and family skill building. Homebuilders is an Intensive Home Based Service (IHBS) provided to some clients, which offers child safety, placement and prevention services. This includes intensive, short term, crisis intervention and teaching/educational services delivered primarily in the home of the families. These services are provided to the highest risk families where children are at risk of out of home placement; or, families where reunification efforts are underway and the services are needed to support the safe transition home of the children. IHBS services are provided through the Medicaid health plans in collaboration with LDH. Referrals must be made by mental health providers, OJJ or DCFS indicating the services are needed to facilitate reunification of the child with the parent or to prevent out of home care of a child through hospitalization, detention or foster care.

Medical, dental and behavioral health care services are provided through DCFS and LDH collaboration to children and youth in FC, AD, and EFC, primarily through Medicaid and the LDH contracted Managed Care Organizations. A few children have private healthcare coverage, and non-Medicaid covered services are provided through DCFS allocated State General Funds to meet the care needs of the children and youth.

DCFS CW individualizes the service array through an assessment process initiated when the department first becomes involved with children, youth and families. This assessment process is ongoing throughout the life of a case. In the upcoming 2020-2024 plan years, DCFS will be collaborating with stakeholders, including the Capacity Building Center for States, to analyze all the assessment processes utilized by the department. The goals of this analysis include:

- ensuring statewide consistency in use of assessment processes;
- synchronizing the assessment processes for cohesion in service delivery across programs;
- building transparency in the service relationship with families;
- improving decision making regarding appropriateness of services in meeting client needs;

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- partnering more effectively with court systems in guiding families to the best permanency solutions for their unique situation.

DCFS intends to build a Louisiana Assessment model that will be implemented in all CW programs to measure and evaluate the impact on service delivery with changes to the model as needed to improve effectiveness.

DCFS and the Louisiana Department of Education (LDE) have worked together statewide to implement the federal Every Student Succeeds Act (ESSA) requirements. Both departments have developed liaisons to manage communications more effectively to assist children in achieving improved educational outcomes. These efforts and partnerships will continue to ensure children in foster care have coordinated service delivery between DCFS and their school system to maximize access to appropriate educational services.

Early Periodic Screening, Diagnostic, and Treatment (EPSDT) services are provided through the child's Medicaid provider. The LDH, Medicaid managed care programs establish a medical home for all children receiving Medicaid including children in foster care. This ensures coordinated medical care and better access to medical records. The primary care physician is able to monitor the child's developmental needs as well. Through collaboration with LDH and the Office of Citizen's with Disabilities (OCDD), Early Steps screenings are provided to identify early signs of developmental delays and establish appropriate services.

DCFS has specific policy to provide practice guidelines on assessing and working with Substance Exposed Newborns (SEN) and their families. The policy provides guidance on conducting a thorough assessment of the infant, caregivers and the environment in order to determine what services, if any, are appropriate for the family.

An Infant Mental Health/behavioral health screening tool was developed for children age five and under to assist workers with identifying behaviors which indicate further assessment and treatment might be needed. DCFS policy requires that all children be screened unless they are already receiving early intervention such as Early Childhood Support and Services (ECSS) or other developmental/behavioral health services. ECSS is a state program managed by LDH, Office of Behavioral Health (OBH) and provides a coordinated system of screening, evaluation, referral services and treatment for families of children ages 0 through 5 years who are at risk of developmental, cognitive, behavioral and relationship difficulties.

Two infant teams in the Orleans region provide infant mental health services. (For additional information on the Infant teams, please refer to the Promoting Safe and Stable Families [PSSF] section of this plan.) The infant teams provide comprehensive services to children, ages 0-60 months whose families are involved with DCFS due to maltreatment or prenatal exposure to drugs or alcohol. Comprehensive assessments include intake assessment, psychosocial assessment of caregiver and child, infant mental health assessment, developmental evaluation, neurodevelopmental evaluation and school/daycare observations. The infant mental health assessment is used to assess the caregiver-child

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relationship, develop a plan of intervention and work with the caregiver and child to improve the caregiving relationship.

DCFS provides the necessary care and supervision to promote child well-being while seeking the best permanency option for the child. One of the ways in which the department does this is by limiting the number of children placed in foster/adoptive homes. The placement of a child in a foster/adoptive home is dependent on the type of certification, space within the home, number and ages of biological children within the home and the abilities and responsibilities of the foster/ adoptive parents.

Among the DCFS certified foster/adoptive family homes, there are specialized family homes which are required to meet or exceed the Department's minimum requirements for family foster homes. They are required to possess or develop skills and abilities, which enable them to provide specialized care to a specific category of children. Because of the specialized services required by some children, foster/adoptive parents are required to adhere to certain restrictions regarding the age range, number, and extent of the special needs of the children placed in the home. Except for homes certified to provide care for large sibling groups, specialized family foster homes typically have a maximum capacity of four children. Specialized foster parents certified to provide care for children with medical problems, handicapping conditions and/or developmental disabilities are certified for a minimum capacity of two children and a maximum capacity of four (age range can vary). Specialized recruitment efforts are employed when there is an identified need for a child of a particular age group or with a particular condition or disability.

The department's *A Journey Home* pre-certification training contains a child development component which focuses on separation and attachment, stages of development, impact of placement on children's growth and development; behaviors exhibited by abused/neglected children, discipline and behavior management. The DCFS foster parent handbook is provided to each foster/adoptive parent. Outlined in the handbook are the developmental milestones of a child, starting from infancy. The milestones are broken into the categories of infancy to six months, six to twelve months, twelve to eighteen months, eighteen to twenty-four months, twenty-four to thirty months, thirty to thirty-six months and then age three, four and five years.

Departmental policy requires case staffing reviews quarterly by supervisors and workers on each case in FC to require particular consideration in cases involving children ages five and under to insure the young child's developmental level is reviewed, appropriate services are provided, level of risk is thoroughly assessed, and appropriateness of concurrent planning.

The utilization of Teaming enables case managers and other team members to engage children, youth and parents/caretakers in the assessment and case planning process. Engagement of the family or youth is the most fundamental element of this process and it is critical to support change and achieve case plan goals. The DCFS Teaming approach is a collaboration of the case manager and youth/family team in understanding their situation, recognizing strengths, identifying challenges, making decisions, setting goals and

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achieving desired outcomes. The parents/youth and their team determine the following for each case plan goal:

- Who will assist the parent(s)/youth;
- What actions are necessary;
- Initiation and completion timeframes for actions;
- How specific care needs of each child will be fulfilled in foster care.

Teaming practice for engagement and case planning with parent(s)/youth is a statewide practice. It is required throughout policy from initiation of casework to closure for every child in foster care. In the upcoming plan period, DCFS will be focusing on building the skill level of staff in Teaming with families, as well as expanding the policy requirements to ensure it is used in all Family Services cases as well as Foster Care. This area of work is part of the department PIP efforts to improve engagement of clients and community partners in achieving the case goals of families. Once the efforts in the two-year PIP are finalized, DCFS will continue to monitor Teaming practice through the CQI process and data review from the CCWIS system, which is expected to be in place within the same timeframe.

An adequate network of behavioral health services and supports is a critical component of the work, which will be occurring in the development of the service array during the next five years. This will be necessary to address the needs of children and their families to provide safe and nurturing home environments to maintain children safely with their parents. DCFS will continue to work closely with the LDH, which maintains responsibility and oversight of the network of behavioral health providers serving the state's Medicaid population. Network development is a recurring topic for ongoing discussion at monthly interdepartmental meetings between DCFS, LDH and the managed care health plans. Discussions focus on identifying barriers to and opportunities for improvement or other needed adjustments.

The department utilizes a variety of congregate care settings and treatment foster homes through private child placing agencies to provide services to children who have a history of and/or current patterns of emotional, behavioral, adjustment problems, family disturbance and may have serious physical and medical conditions. DCFS seeks to utilize programs highly specialized for child treatment, crisis intervention and stabilization. These children often have a history of chronic patterns of aggressiveness and violence against others, delinquency, self-injurious behaviors, non-compliance and depression. Most have experienced multiple unsuccessful out of home placements and may have histories of substance abuse, psychiatric hospitalizations, homicidal and/or suicidal ideation and features of psychosis. They may have cognitive impairments or physical disabilities such as seizure disorder, diabetes, or communicable diseases.

DCFS moved to a two-tiered rate scheme to allow providers to tailor supervision and resources to ensure the safety and well-being of children in Child Residential Care and Therapeutic Foster Care. Children who present with greater needs for supervision and behavior management are referred for care at these levels. Examples of these needs include, but are not limited to, children and youth who present with acute behavioral health

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challenges, developmental or medical condition(s); aggression towards peers; aggression towards authority; property destruction; elopement risk; tendency to self-harm when unsupervised; actively or history of being sexually aggressive; involvement in human trafficking; and, criminal activity. Providers use the rate adjustment to accommodate adjustments to their staffing and training structures, and to ensure appropriate care for youth with greater needs.

Additionally, DCFS is working with AECF to modify the decision-making processes surrounding congregate care utilization. There have been extensive staffing changes and policy development regarding assessment of each child's network of connections and placement options considering the child's current functioning. It is a stratified process, which is expected to decrease the number of children in congregate care settings, and decrease the number of days spent in congregate care settings when these settings are used to meet a treatment need for a child. As this new process is implemented in the upcoming SFY, there will be evaluative processes put in place to measure the effectiveness of the changes. This evaluative process will be used to guide changes as needed to improve service delivery to children and youth.

DCFS conducts monthly scheduled psychopharmacology consultations with OBH representatives, a Board Certified Child Psychiatrist and DCFS staff on children in foster care identified as being outside of recommended psychotropic medication parameters. This service is provided to meet the individualized needs of children in foster care, statewide. The service provides for the oversight and safe, effective use of psychotropic medications by children in state custody. The service is accessible statewide by phone. Services address individual situations of the referred children. These services are planned for continuation into the new CFSP period.

DCFS has numerous methods to obtain stakeholder feedback and participation in the development and delivery of the service array. These efforts are accomplished in part through the DCFS external advisory board, the DCFS internal advisory committee and the CW CQI process.

The external advisory board advises the Secretary on many issues including operations within the department, service delivery structure and departmental performance. Members of the advisory board include children's advocates, community partners, foster parents, legislators, judges and community leaders. The advisory board has provided recommendations on communications and strategies for advancing DCFS in the community and legislature. They have worked with the department to engage foster parents and make recommendations for assisting youth in care and aging out of foster care.

The internal advisory committee is comprised of advocates, grandparents, foster parents and employees. This committee advises the Secretary on operations within the department, policy, service delivery structure, departmental performance, and employee satisfaction. Within the committee, there is a CW Workgroup meeting regularly to provide on-going specific recommendations to improve employee performance, to enhance morale and create specific policy changes to serve the children and families in Louisiana. These

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recommendations are provided to the Secretary and executive leadership for consideration and implementation.

DCFS is committed to creating a safe and affirming environment where all young people can thrive, no matter their sexual orientation or gender-identity expression. All offices of DCFS are committed to promoting awareness and helping make sure, all of our services are affirming of LGBTQ (lesbian, gay, bisexual, transgender, and questioning) youth and families.

The Department encourages foster caretakers and residential providers to be sensitive to all of the needs of youth in foster care and to refrain from projecting personal biases onto the youth. Youth who express an interest in purchasing clothing indicative of their identified gender are allowed this choice. Youth who identify as LGBTQ are allowed the same opportunities to participate in age and developmentally appropriate activities as other youth.

DCFS will continue to collaborate with OJJ Interstate Compact on Juveniles to manage youth runaway situations for youth in foster care both from Louisiana and from other states found in Louisiana.

The Dave Thomas Foundation for Adoption awards Wendy's Wonderful Kids (WWK) Child Focused Recruitment Program grants to public and private adoption agencies to hire adoption professionals who implement proactive, child-focused recruitment programs targeted exclusively on moving America's longest-waiting children from foster care into adoptive families. Currently, DCFS has eight full-time recruiters and one supervisor managing all nine regions of the state. Recruiters are allowed to recruit for children with the goal of Another Planned Permanent Living Arrangement (APPLA). This program is targeting increasing adoptions for hard to place children and youth. The model provides for this service to be available to all children in custody, throughout the state. The child focused recruitment model allows for individualizing the child's specific needs to locate a permanent caregiver for the child.

Louisiana Kinship Navigator Program (LA-KNP): In October 2018, Louisiana DCFS was awarded an initial grant from the Administration for Children and Families to develop a Kinship Navigator Program. DCFS is working with stakeholders to develop a sustainable service network to support kinship caregivers. The overarching goal of a kinship navigator program includes assisting kinship caregivers in learning about, finding and using programs and services to meet the needs of the children in their care. It is intended to support accessing services for their own needs and to promote effective partnerships among public and private agencies to ensure kinship caregiver families are served.

To inform the development of our kinship navigator program, a steering committee comprised of DCFS staff, kinship caregivers and other community stakeholders was created. To guide development work, focus groups were held across the state and surveys administered to identify the specific needs and experiences of relative caregivers as well as gather demographic data on the families providing care to relative children.

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The greatest needs identified through these processes by kinship caregivers included financial assistance, expedited foster home certification for families with children in state custody, child care assistance (for those with preschool children), assistance in addressing behavioral or mental health needs of the child, access to legal information, and parenting education/child development information. Based upon these findings, the department has prioritized development of the following services and supports to kinship families, which will be underway in the upcoming CFSP plan period:

- 1) Collaborating with LA Methodist Children’s Home, a licensed child-placing agency to train, assess, and expedite certifications of kinship families providing care to children in state custody. As families reported certification timeframes of several weeks to several months during the focus group meetings, this expedited process seeks to complete family certifications within 45 days and provide 90-days of support after initial certification. This strategy will ensure kinship families receive necessary initial training and information soon after placement of the children in their home, as well as, financial assistance through foster care board payments.
- 2) Addressing the cited issue and need for legal information by kinship caregivers, the Pelican Center for Children and Families and DCFS will conduct research and develop legal resource information guides, fact sheets, and a legal training curriculum to be available to kinship caregivers regardless of their involvement or connection to DCFS.
- 3) Developing updated Kinship Caregiver Information Guides. This provides kinship caregivers with basic information on kinship care; available federal and state financial resources for which they may be eligible; and, directs them on how to access local community resources for information or assistance.
- 4) Collaborating with LA 211 to determine services available to expedite access to needed information by kinship caregivers.
- 5) Securing access to national kinship-care resource material and information through the KINCARE Today magazine to provide this information to kinship families and DCFS staff and family resource centers assisting those families.
- 6) Updating the DCFS website to provide additional kinship information to assist families while further exploration of a stand-alone Kinship Navigator website takes place.

**LA-KNP Update FFY 2021:** Louisiana’s Kinship Navigator Program continues to develop and is currently serving kinship families at both targeted and statewide levels. Through contracted services with private, faith-based and non-profit organizations, Louisiana is currently providing the following services:

- Statewide availability to families seeking kinship resource information through a toll free hotline #211 and thru text messaging at 898-211. This resource is available 24 hours a day providing any kinship callers with information and resources available in their area specific to their indicated need or request.
- Kinship caregivers who have recently begun providing care to children in foster care may receive expedited foster home training and certification thru home study and

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assessment services provided via Louisiana Methodist Children's Services. Ninety-day post certification support is provided to families to assist them in the short term following placement/certification. Services are available to families in regions seeking to remove delays in timeframe to certification. Currently kinship families in 7 of the 9 regions of the state are receiving expedited foster home assessment and support services.

- Kinship caregivers providing care to children in foster care are eligible to receive needs assessment, referrals, and services statewide thru the Family Resource Centers across the state. Although in its' infancy, the services available include assessments, short-term services, case management and information and referral services. The goal is to expand to provide access to all kinship families regardless of foster care services within the next two years statewide.
- A legal guide for all Kinship caregivers has been created with hard copies and digital copies available through community support organizations, child welfare offices and the state child welfare website.
- Kinship Caregivers and Stakeholders are able to access information about the Kinship Navigator Program on the DCFS website connecting them with resource information and access to financial assistance programs.

Louisiana's Kinship Navigator Program is being led by agency personnel as well as contracted staff who provide oversight as well as leading a Kinship Steering Committee. The steering committee is comprised of representatives of community organizations providing kinship services, kinship caregivers, stakeholders, representation education, incarcerated families, health services, and more. Efforts continue to expand stakeholder group to include greater kinship caregiver representation and former kinship youth. Through the involvement of these stakeholders in the steering committee, foundations for ongoing collaboration and engagement of community organizations will provide the support to ensure identification, access, and service delivery to families across the state. As a final component in our program, development of an evaluation model continues through consultation with contractor and community organizations. The program is currently seeking out information on other evaluation models to meet the requirement set forth by programmatic instruction.

**LA-KNP Activities Planned FFY 2022:** The Kinship Navigator Program will continue to serve as an information and referral network for kinship caregivers who are providing full time care to children other than their own. The Kinship Navigator Program will continue to expand services and resources and invite community partners, faith based organizations, and other community organizations to collaborate and provide supports to kinship families. 2-1-1 will continue to serve as the statewide toll free number at which relative caregivers can request information or resources to assist their family.

**LA-KNP Update FFY 2022:** The Louisiana Kinship Navigator Program continued to serve as an information and referral network for kinship caregivers who are providing full-time care to children other than their own. The Kinship Navigator Program continued to expand services and resources and invite community partners, faith-based organizations, and other community organizations to collaborate and provide support to kinship families. The 2-1-1 toll free number continued to serve as the statewide phone number at which relative caregivers can request

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information or resources to assist their family. Statewide availability to families seeking kinship resource information through a toll free hotline #211 and thru text messaging at 8980211. This resource is available 24 hours a day providing all kinship callers with information and resources available in their area specific to their indicated need or request.

The Kinship Navigator Program collaborated with Economic Stability to increase payment amounts to families. Kinship caregivers who have recently begun providing care to children in foster care may receive expedited foster home training and certification through home study and assessment services provided by the Louisiana Methodist Children's Services. A six-month post certification support is also provided to these families to assist them in the short-term following placement/certification. Services are available to families in regions seeking to remove delays in timeframe to certification. Currently kinship families in seven of the nine regions of the state are receiving expedited foster home assessment and support services.

Kinship caregivers providing care to children in foster care are eligible to receive needs assessment, referrals, and services statewide through the Family Resource Centers across the state. Although in its' infancy, the services available include assessments, short term services, case management and information and referral services. In 2021, a pilot program in one regional Family Resource Center was implemented to better meet the needs of informal and formal kinship caregivers to support and maintain relative families. This more intensive FRC served 142 families in FFY2021. There has been a total of 95 families served since October of 2021. Additionally, the remaining FRCs provided kinship navigator services to an additional 324 families through outreach and placement maintenance supports. For all FRC's, they are focused on eliminating the need for formal foster care placements for informal kinship families through identification of needs and appropriate services and supports to safely maintain the child(ren) in the relatives' home. While other children may already be in the formal foster care system in relative care, the goal is also to provide support necessary to safely maintain the child in the home and move to permanency as quickly and safely as possible.

Kinship Caregivers and Stakeholders are able to access information about the Kinship Navigator Program on the DCFS website connecting them with resource information and access to financial assistance programs.

Formal contracted financial support to Grandparents Raising Grandchildren, a non-profit relative caregiver support organization, also provided a warm line, public awareness, and informational and legal education workshops.

**LA-KNP Activities Planned for FFY 2023:** The DCFS will secure a full-time consultant to oversee and manager the Kinship Navigator Program. Kinship Navigator services will be established in all Family Resource Centers across the state following the initial pilot of KNP in the Baton Rouge/Hammond FRC. Louisiana will continue provisions of expedited foster home certification and support services through LA Methodist Children's Services to expedite finances and support necessary to meet needs of children in relative foster homes. The DCFS will expand public awareness of KNP through promotion of a 24-hour hotline of the Louisiana United Way's 211 information and referral services was well as using billboards and public information sources.

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**LA-KNP Update FFY 2023:** The DCFS provides for the public child welfare functions of the state, delivering services through a state administered system of nine (9) regional offices for sixty-four parishes. As of April 17, 2023, 3,964 children were in the state's foster care program. Over the current SFY year, approximately 38% to 42% of children in foster care reside with kinship caregivers resulting in the DCFS seeking additional funding to expand services statewide and to continue to provide kinship supports and services to stabilize families and achieve permanency of children so that they remain safely in the home while ensuring the highest level of well-being is possible for kinship caregivers and the youth in their care.

The DCFS developed a comprehensive legal guide specifically for kinship caregivers then disseminated the legal guide to relative caregivers. Relative Foster Care and Kinship Caregiver brochures were created and distributed across the state to provide basic, essential information to caregivers regarding state resources available to them. A comprehensive resource directory was developed across the state identifying existing resources within local communities that were committed to serving relative caregivers. This directory was made available to the Family Resource Centers, 211, and provided to relative and kinship caregivers.

The DCFS continued to develop and is currently serving kinship families at both targeted and statewide levels. Through contracted services with private, faith-based and non-profit organizations, Louisiana has been and is currently providing the following services throughout nine (9) regions for sixty-four parishes:

- A statewide kinship resource toll free hotline #211 and text messaging at 898-211 is available 24/7, and provides any self-identified kinship callers with information and resources available in their area. The KNP components and strategies outlined have responded to an unprecedented level of need by kinship caregivers. In the FFY 2022, there were a total of 5,650 referrals for kinship identified calls as reported by 211. The referral monthly totals increased between June 2022 (483) and August 2022 (887) by 120%. As of SFY 2023 there were 3,092 referrals.
- Kinship caregivers who have recently begun providing care to children in foster care receive expedited foster home training and certification through home study and assessment services provided by Louisiana Methodist Children's (LMCH) Services. The LMCH also provided six-month post certification support services to assist kinship caregivers with resources and advocate for caregivers. Currently kinship families in 7 of the 9 regions of the state are receiving expedited foster home assessment and support services from a partnership with Louisiana Methodist Children's Services. Louisiana Methodist Children's Services expedited 125 full home studies and 88 of those studies were completed to certify caregivers.
- Kinship caregivers providing care to children in their home are eligible to receive a needs assessment, referrals, and services statewide through the Family Resource Centers (FRCs). In 2022, the DCFS Child Welfare Program collaborated with the Economic Stability Program for the dedication of TANF funds to help support most of the components of our kinship program. The services available include assessments, short term services, case management and referral services. A complete list of these centers can be found on the Louisiana DCFS website (<https://www.dcf.louisiana.gov/page/family-resource-centers>). In SFY 2022, Louisiana DCFS began utilizing full time kinship navigator specialists across the state to reach the community of informal caregivers with walk-in services and outreach

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and hired a Kinship Navigator Consultant in the central office to provide leadership of the program. KNP specialists began serving all nine regions after a pilot program in 2021. The expanded rollout has moved child welfare into a community-based response to address family needs into all areas of the state. In the past year, FRCs have served a total of 493 families. In addition, the program expansion has presented the need to track and monitor the activities and outcomes of the KNP in a new way that accurately portrays the programs impact on families.

- Kinship caregivers and stakeholders can access information on the Louisiana DCFS website (<https://www.dcfslouisiana.gov/page/kinship-navigator>) to find resources and information, and access to financial assistance programs.
- A statewide Kinship Navigator position within the DCFS to assist and provide support to families. The central email address to contact the Kinship Navigator was established at: [DCFS.KinshipCare@la.gov](mailto:DCFS.KinshipCare@la.gov)
- Grandparents Raising Grandchildren, a non-profit relative caregiver support organization is contracted with the DCFS to provide a warm line, public awareness, information, and legal education workshops.

**LA-KNP Activities Planned for FFY 2024:** The DCFS will continue the KNP direct program services, increasing the capacity for FRC KN specialist program data, and supporting the DCFS to continue partnering with the kinship community to implement evidence-based strategies to improve parenting across the state. The DCFS will continue to:

- Increase support to kin caregivers statewide by improving access to information, services, and resources across the state.
- Improve services to assist children in achieving safety, permanency, and well-being when placed with a kin caregiver.
- Increase placement stability with services and supports.
- Increase kinship caregiver satisfaction and well-being.
- Increase the number of kinship caregivers equipped to practice quality and trauma informed parenting.

## **G. AGENCY RESPONSIVENESS TO THE COMMUNITY**

**State Engagement and Consultation with Stakeholders Pursuant to CFSP and APSR:** In implementing the provisions of Louisiana’s Child and Family Services Plan (CFSP) and developing related annual reports, DCFS CW engages in ongoing consultation with the state’s four federally recognized Native American tribes, consumers, service providers, foster care providers, the juvenile court, and other public and private child and family serving agencies. The major concerns of these representatives are reflected in the goals, objectives, and annual updates of the CFSP. The department works closely with management staff, front-line staff and community partners to ensure goals from the CFSP are met. Concerns regarding performance measures and issues brought forth at both the statewide and regional level are addressed in the Improvement CQI meetings or other regularly scheduled meetings. Departmental staff, community partners, and stakeholders work to improve service delivery by assessing current processes to determine the root causes of areas requiring improvement. The achievement of safety, permanency, and well-being is a primary consideration in ongoing efforts to continuously improve, learn, and adjust to accommodate the needs of the children

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and families of the state. Though not a comprehensive list, the partnerships detailed below represent efforts to be responsive to the community.

**Tribal Representatives:** There are four federally recognized Native American tribes in Louisiana; they are the Chitimacha, Coushatta, Tunica Biloxi and Jena Band of Choctaw Tribes. The DCFS State Office foster care staff provides Annual Progress and Service Report (APSR) documents to the tribal representatives for their input and review. Annual meetings between federal, state and tribal partners are held to discuss collaboration, planning and service delivery between the state and tribes. Local working agreements continue to be in place through tribal contact with the Area Directors. Copies of the agreements are maintained in State Office. DCFS state office Foster Care staff maintain quarterly contacts with all federal tribes in Louisiana. The tribes are made aware of any procedural/policy changes regarding the Indian Child Welfare Act (ICWA) regulations. The department has designated a tribal liaison for the federally recognized tribes. DCFS Child Welfare staff invite the tribal representatives to quarterly Continuous Quality Improvement (CQI) stakeholder meetings. The Department provides the tribes notice of all DCFS trainings statewide, as well as local foster parent recruitment and training activities.

**Louisiana Elite Advocacy Force (LEAF):** DCFS staff facilitates the LEAF, which is comprised of youth in care working toward independent living, and youth who have aged out of foster care. Through ongoing quarterly statewide LEAF meetings, communication is maintained and feedback is obtained from the youth. Regional LEAF meetings are held at least monthly.

**Open Table:** The department implemented a mentorship model, “Open Table”, which offers a long-term relationship and guidance from community based volunteers interested in working with the youth aging out of foster care. Initially, there were two tables serving youth in Monroe and two in Baton Rouge. Currently, there are seven tables serving youth in the Shreveport/ Alexandria/ Monroe regions, and six tables serving youth in the Covington/ Orleans/ Thibodaux regions. Further development of this program in other communities is planned in the upcoming CFSP timeframe.

**Juvenile Courts:** The working relationship between the department and juvenile courts continues to vary by region. An enormous cooperative effort among local courts, juvenile courts and state and parish agencies is required to comply with state and federal mandates. The department’s management level staff maintains ongoing communication and/or collaboration with the juvenile court judges. Some of the judges from the Louisiana Family and Juvenile Court Association meet quarterly with the DCFS Secretary and CW Assistant and Deputy CW Assistant Secretary. The judges set the agenda for the meetings. The program improvement activities and challenges from judges and DCFS are discussed.

**Citizen Review Panels (CRP):** Louisiana has three Citizen Review Panels (CRP). The goal of each panel is to provide an opportunity for citizens to promote positive change for the safety and well-being of children. The panels meet, on a minimum, quarterly to discuss specific policies/procedures and in some instances, specific cases. The panels prepare an annual report, which is submitted within the state’s APSR.

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**University Alliance:** The DCFS collaborates with public universities' Schools of Social Work through an alliance of Louisiana universities. The members of the alliance include Southeastern Louisiana University (lead), Northwestern State University, Southern University Baton Rouge, Southern University New Orleans, Grambling University, Louisiana State University Baton Rouge and University of Louisiana at Monroe. The University Alliance collaborates with DCFS through the Louisiana Child Welfare Training Academy (LCWTA), as well as the Pelican Center of the CIP to provide training opportunities for DCFS staff, federally recognized tribes and other partners. These community stakeholders work to achieve the following:

- Improving the quality of court hearings to ensure children, foster parents, relative caregivers and pre-adoptive parents participate in court hearings;
- Improving safety decision-making across systems by educating and training stakeholders on the principles of advanced safety decision-making;
- Developing policy to support DCFS CW employees pursuing a Master of Social Work degree;
- Standardizing procedures for recruitment/selection of Title IV-E CW stipend recipients.

**Faith-Based Community Collaboration:**

The department works with the faith based community in a variety of ways:

- Recruiting families willing to foster and adopt;
- Retaining and supporting certified foster/adoptive families; and
- Creating an atmosphere of shared responsibility resulting in, overall, improved child well-being outcomes for children and youth in the foster care system.

As part of this work, DCFS has a cooperative agreement with the *Louisiana Baptist Children's Home (LBCH)* located in the Monroe region. The LBCH recruits, certifies and supports foster/adoptive families statewide. These partners have participated in the new foster parent pre-service work group and assisted in the development of the new orientation presentation, which is based upon the Quality Parenting Initiative (QPI).

*Crossroads NOLA* is a faith-based organization affiliated with the Louisiana Baptist Association. This organization continuously works to help the department bring an awareness of foster care and adoption to the community. They have provided recruitment, training and support services to foster parents in Orleans and Covington regions. Crossroads NOLA helps DCFS partner with Texas Christian University (TCU) Institute of Child Development to provide Trauma and Trust Based Relationship Intervention (TBRI) training.

*Healing Place (HP) Serve* of Baton Rouge, now known as Empower 225, is a faith-based organization affiliated with Healing Place Church. They collaborate on various projects, such as human trafficking, transitional living for youth aging out of foster care, homeless youth and foster parent recruitment/support. Empower 225 assists with photographing children awaiting adoption and maintaining a statewide Louisiana Heart Gallery (LHG). Children are videoed by America's Kids Belong (AKB) in partnership with the LHG. The

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videos are posted on AdoptUsKids, DCFS and LHG's websites. Empower 225 hosts the Statewide Adoption Exchange meeting. The exchange meeting allows Adoption and Home Development staff (statewide) an opportunity to meet in one place to present certified families and children awaiting adoption in hopes of making potential matches.

*Louisiana Methodist Children's Services* collaborates in a variety of work efforts with the department, including but not limited to: a Psychiatric Residential Treatment Facility; a Treatment Foster Care program; Chafee Foster Care Independence Program services in four regions; and, development of the Foster Parent Support Organization.

**Agency Responsiveness to the Community Update FFY 2021:** DCFS is fully committed to strengthening partnerships with families and stakeholders. DCFS remains committed to working with our partners in a respectful, transparent manner. Our relationship with foster caregivers is especially critical to meeting the needs of children in state custody. The department implemented the Quality Parenting Initiative (QPI), which emphasizes collaboration between the department, biological parents and foster parents to best meet the needs of children while they are in foster care.

Louisiana Elite Advocacy Force (LEAF): DCFS supports the LEAF youth advisory board by connecting with them a minimum of monthly. The contact often occurs more often as there are multiple sub-committee meetings held during the month in addition to continued conversation over the GroupMe app, which DCFS started to use this last year with the board to increase communication. DCFS assists the board in planning monthly board calls, and quarterly leadership retreats, board workday meetings and board lunch meetings. In total, the board meets face to face each month in one of the formats listed in addition to having monthly calls. The three committees developed last year continued work. The Policy Committee continues to work on developing a Capitol Day for youth during the legislative session as a multi-year goal. The second committee developed focuses on state board structure, roles, rules, processes, recruitment, and training. This group has accomplished a great deal of work in this area including completely re-vamping the board structure, processes, and plan for support and sustainability. The third committee has focused on placement stability for youth in care. They have planned their work for the next couple of years to address youth voice in placement, youth inclusion in foster parent training and development, and a match process for youth being placed in foster homes. DCFS has supported the board this year and continues to support them in developing their website and material as they grow. The board has been connected to multiple community partners that support their leadership and advocacy.

For updates on the Citizens Review Panel, please refer to the CAPTA portion of the plan.

For updates on the University Alliance, please refer to the Systemic Factors/Training portion of the plan.

Crossroads NOLA teamed up with DCFS in doing a *3-Day Bags* project, which enabled churches, small groups and organizations looking to provide services for their community to donate essential items for children entering foster care. Crossroads met their goal of over

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380 bags for round one of this project. Crossroads NOLA held several virtual Foster Parent Information Meetings, which aided in educating the public on the steps to becoming a foster parent and Crossroads NOLA hosted Trust-Based Relational Intervention (TBRI) courses online providing continued educational hours for foster parents.

**Agency Responsiveness to the Community Activities Planned FFY 2022:** The DCFS will continue to collaborate with stakeholders noted above and throughout this plan to achieve safety, permanency, and well-being for children and families and for the Department to continuously improve, learn, and adjust to accommodate the needs of the children and families of the state.

LEAF will continue to meet monthly through their multiple meetings. LEAF will plan a foster youth day at the capitol for upcoming sessions. LEAF will create a Foster Youth Bill of Rights to be presented to legislation for approval.

For activities planned on the Citizens Review Panel, please refer to the CAPTA portion of the plan.

For activities planned on the University Alliance, please refer to the Systemic Factors/Training portion of the plan.

**Agency Responsiveness to the Community Update FFY 2022:** The DCFS continues to work toward the expansion and improvement of its partnerships with stakeholders and families. The DCFS strives to maintain working relationships with dignity and integrity. Partnerships with DCFS are vital to meeting the needs of children in state custody.

The DCFS continued to support LEAF by maintaining monthly communication through phone calls, meetings and attendance at events throughout the state. Two virtual retreats were held in July 2021. The retreats were virtual due to COVID. LEAF assisted with Foster Youth Internship Program in May 2021 followed by attending the signing of Louisiana Senate Bill 151 – Foster Youth’s Bill of Rights on June 16, 2021. The LEAF board members conducted a presentation to the Pelican Center CIP café on the bill of rights and the presented to DCFS staff, foster parents and stakeholders at Together We Can in 2021. In July 2021, LEAF members attended the James Samaritan State of Our Children breakfast and a virtual retreat. The board participated in focus groups with Crossroads Nola targeting placement stability.

For updates on the Citizens Review Panel, please refer to the CAPTA portion of the plan.

For updates on the University Alliance, please refer to the Systemic Factors/Training portion of the plan.

**Agency Responsiveness to the Community Activities Planned FFY 2023:** The DCFS will continue to collaborate with stakeholders in achievement of safety, permanency, and well-being for the children and families the DCFS serves. Each collaboration is an effort, as an Agency to grow and support the needs of the children and families of Louisiana.

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LEAF will continue to meet monthly through in-person and virtual means.

For activities planned on the Citizens Review Panel, please refer to the CAPTA portion of the plan.

For activities planned on the University Alliance, please refer to the Systemic Factors/Training portion of the plan.

**Agency Responsiveness to the Community Update FFY 2023:**

**Open table:** Currently, the DCFS does not have any active open tables in Louisiana. The Agency is working with Glenn Rountree, Open Table® coordinator with James Storehouse Louisiana, on developing open tables throughout the state. The DCFS currently has five open tables in family services that are not active with no anticipated start date at this time.

**LEAF:** The LEAF board currently consists of fourteen active members. The board meets monthly with the DCFS to discuss progress, issues and upcoming plans for the board. Nine LEAF members and three DCFS staff participated in the quarterly LEAF retreat held March 17-19, 2023 at the United Methodist Outdoor Wilderness Learning Center in Dubach, Louisiana. At the retreat, students from Rice University of Houston, Texas met with the LEAF members to gather information for their research about youth in foster care and their experiences. Lacy Dicharry, DCFS Director of Leadership Development & Culture of Belonging, conducted a two hour training during the retreat on professional development, communication, and youth advocates working as young professionals. The LEAF board is partnering with Empower 225, which is a faith-based organization that services at-risk youth through educational support and life-skills training. This partnership along with members from the Baton Rouge housing community, the DCFS and other community stakeholders met to address matters related to placement stability within the Baton Rouge area. The LEAF Work Day was held on January 6, 2023 at Children's Methodist in Covington, Louisiana where the members participated in the everyday leadership training and the Kathy Cusimano training on childhood trauma and adversity.

A Memorandum of Understanding (MOU), signed March 6, 2023, was entered into between the DCFS and the Louisiana Elite Advocacy Force (LEAF). The purpose of MOU was to formalize a relationship for coordination and collaboration between the DCFS and LEAF to promote statewide advocacy and youth engagement for youth between the ages of 18 and 26 years old that have aged out of foster care custody as well as Peer Support staff with lived experience.

**Juvenile Courts:** The DCFS continued to partner with the juvenile courts to enhance collaboration amongst the DCFS, Tribes, and representatives of all Louisiana child welfare and legal stakeholders involved in CINC cases. This partnership continued to work toward improved child welfare outcomes by promoting the continuous quality improvement of: (1) Child in Need of Care (CINC) hearings and reviews; (2) legal representation of children, parents, and the State in CINC cases; (3) collaboration between judges, court administrators and staff, attorneys, Court Appointed Special Advocates (CASA), Tribes,

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and other child welfare and legal stakeholders; and (4) compliance with state and federal laws and policies and implementation of best practices regarding child welfare matters.

**Citizens Review Panels (CRP):** For updates on the Citizens Review Panel, please refer to the CAPTA portion of the plan.

**University Alliance:** For updates on the University Alliance, please refer to the Systemic Factors/Training portion of the plan.

**Faith-Based Community Collaboration:** The DCFS continued collaboration with the faith-based community for recruitment, retention, training and supportive services to foster parents.

The DCFS continued the contract with Crossroads to provide TBRI trainings to the community, foster parents, and DCFS staff.

The DCFS continued to collaborate with OHN to serve children and families in the New Orleans area. OHN's Safety Net program provided rent and utility assistance for youth who have aged out of foster care, birthday bundles to youth who had aged out of foster care, and OHN hosted several community-wide giveaways by distributing food, school supplies, beds, and more to foster families and birth families.

Overall, the DCFS has continued to engage in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family serving agencies. At this time, staff participate in quarterly meeting with Tribes and the DCFS invites tribal representatives to participate in all in-service trainings provided by the DCFS. Tribal representatives are also invited to review current policy and engage in workgroups to review and develop policy and procedures that may affect children and youth that are member of a tribe.

Foster Care providers are welcome to join the Foster Care Advisory Board, which allows current and former foster parents the opportunity to ask questions regarding services, make recommendations to current and developing policy, and provide input on items they find important to them when advocating for children in foster care. This board meets quarterly and is very active. Documentation of meetings held and who participates are kept by each program area, board, or workgroup lead. A list of their concerns are shared with program leads and a response is always provided. The DCFS also works very closely with the Court Improvement Project, juvenile court judges, as well as with CASA to review current policy and procedure and work to build relationship between the DCFS and the court to ensure children and families have a voice. Recent work includes the development of the Court Prep Form which also include the Louisiana Youth Advocacy Board.

Louisiana DCFS has also worked closely with organizations such as Braveheart, Grandparents Raising Grandchildren, One Heart NOLA, and others to provide supportive services to children, caregivers, and families across Louisiana.

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Through our community partners, Family Resources Centers, Independent Living Providers, and 211, we are able to reach families that are involved with DCFS and those that are not actively involved with services through DCFS. The DCFS has been able to provide preventive services to caregivers/relatives to prevent placement in foster care and provide services to young adults that may otherwise not be able to care for themselves and those underserved populations which include families who are homeless, people with disabilities, and people who are incarcerated.

The DCFS has also focused on engaging persons with lived experiences. This includes current and former foster youth, former parents that worked with the DCFS, current and former foster parents, relative caregivers, and others that may have experienced homelessness, domestic violence, human trafficking, and substance use/abuse. The DCFS has also been working with local community partners listed above as well as partners that can provide statewide services. These stakeholder are always invited to participate in workgroups, assist with trainings on areas of expertise, and in policy development and services. One barrier to engaging stakeholders includes the agency not being able to provide funds or support to stakeholders for their time and efforts. Due to our budget limitations, there is little to no funds to support their work. However, many still volunteer their time when they are available.

**Agency Responsiveness to the Community Activities Planned FFY 2024:**

**Open Table:** The DCFS will continue to work toward the development of open tables throughout the state to foster long-term relationships and provide guidance from the community to youth aging out of foster care.

**LEAF:** The upcoming LEAF retreats will be held May 19-20, 2023 at the Covington Regional Office in Covington, Louisiana and July 20-23, 2023 in Metairie, Louisiana and will finalize the upcoming year's schedule. The next work day will be virtual and is scheduled for June 9, 2023. A LYFT representative will present to the youth. The DCFS and LEAF will collaborate to leverage the strengths and resources of their organizations to achieve mutual goals leading to broader opportunities for current and former foster youth. Where appropriate and subject to applicable laws, regulations, capacity, and availability of funding, the DCFS and LEAF will develop joint initiatives to further the purpose and objectives of the MOU including general implementation actions. The DCFS and LEAF will actively engage to promote state-wide advocacy for policy changes that provide current and former foster youth a voice, provide a supportive network for peers, and partner with DCFS and community stakeholders to impact change.

**Juvenile Courts:** The DCFS will continue to partner with the juvenile courts to enhance collaboration, increase support for children and families, and provide high quality legal processes.

**Faith-Based Community Collaboration:** The DCFS will continue to partner with the faith-based community in recruiting families willing to foster and adopt, retain and support certified foster/adoptive families and create an atmosphere of shared responsibility

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resulting in, overall, improved child well-being outcomes for children and youth in the foster care system.

For activities planned on the Citizens Review Panel, please refer to the CAPTA portion of the plan.

For activities planned on the University Alliance, please refer to the Systemic Factors/Training portion of the plan.

**Child Death Review Panels:** Through a data sharing agreement, DCFS provides LDH with data regarding child deaths in Louisiana. LDH secured a grant for prevention of violence and injuries, which will allow for a shared epidemiologist between DCFS and LDH to review data to improve outcomes for children. There is a Child Death Review Panel (CDRP) within each of the nine regions. DCFS participates on the panel. The LDH/OPH leads the CDRP meetings. Discussions are held to ensure all suspected cases of abuse/neglect are reported to DCFS. The CDRPs throughout the state have participation of various Coroner's Offices, law enforcement, medical providers and other state and local entities. DCFS plans to continue to strengthen the collaborative partnership with members of all Child Death Review Panels to encourage data sharing and ultimately increase the amount of data available from multiple resources in NCANDS reporting.

**Child Death Review Panels Update FFY 2021:** Strong partnerships continued with the Louisiana Child Death Review Panel, which allows the sharing of case information from multiple sources to inform case decisions and assessments. Louisiana's Child Death Review Panel includes, among others, Louisiana Department of Health, Louisiana State Police, representatives from the Office of Vital Statistics, the Louisiana Coroner's Association, the Attorney General's Office, State Fire Marshall, Louisiana District Attorney's Association, Louisiana Sheriff's Association, Louisiana Association of Chiefs of Police and a pediatrician. Local level panels include representatives of several agencies. Highlights of how this partnership informs fatality data include:

- Quarterly Child Death Review Panel meetings held in each of the nine regions across the state to review all unexpected child deaths for children under age 15;
- Quarterly state level Child Death Review Panel meetings to review systemic issues and develop strategies to prevent and reduce child fatalities;
- Assignment of a DCFS regional liaison and Office of Public Health Child Death Review Panel coordinator who work together to ensure the sharing of case information to inform decisions;
- Passage of legislation in 2016 that authorized the Child Death Review Panel to have access to any DCFS information pertinent to alleged child abuse or neglect; and authorized DCFS to have access to all information/documents in the possession of the Child Death Review Panel.

**Child Death Review Panels Activities Planned for FFY 2022:** Louisiana plans to continue to strengthen its collaboration and data sharing agreement with Child Death Review Panels, and to ensure child abuse/neglect cases are reported to DCFS to improve outcomes for children and families.

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**Child Death Panel Update FFY 2022:** The DCFS continued collaborating with the child death review panel to review child deaths to understand and prevent fatalities in Louisiana. Quarterly meetings were held to discuss and gather information on children’s deaths from relevant organizations within the state. The DCFS continued to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities involving and engaging the Louisiana Department of Health, Louisiana State Police, Office of Vital Statistics, Louisiana Coroner’s Association, the Attorney General’s Office, State Fire Marshall, Louisiana District Attorney’s Association, Louisiana Sheriff’s Association, Louisiana Association of Chiefs of Police and other stakeholders.

**Child Death Review Panel Activities Planned for FFY 2023:** The DCFS will continue collaboration with public and private stakeholders to ensure cases of child abuse/neglect are reported to the DCFS. The DCFS will continue to gather and report information on child maltreatment to the Child Death Review Panel in an effort to prevent or reduce child fatalities. The DCFS will continue working to develop a comprehensive statewide plan to prevent child maltreatment.

**Child Death Panel Update FFY 2023:** The DCFS continued collaborating with the child death review panel in an effort to review child deaths to better understand and prevent fatalities in Louisiana. Quarterly meetings were held to discuss and gather information on children’s deaths from relevant organizations within the state. The DCFS continued to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities involving and engaging the Louisiana Department of Health, Louisiana State Police, Office of Vital Statistics, Louisiana Coroner’s Association, the Attorney General’s Office, State Fire Marshall, Louisiana District Attorney’s Association, Louisiana Sheriff’s Association, Louisiana Association of Chiefs of Police and other stakeholders.

**Child Death Review Panel Activities Planned for FFY 2024:** The DCFS will continue collaboration with public and private stakeholders to ensure cases of child abuse/neglect are reported to the DCFS. The DCFS will continue to gather and report information on child maltreatment to the Child Death Review Panel in an effort to prevent or reduce child fatalities. The DCFS will continue work on the comprehensive statewide plan to prevent child maltreatment by participating in the Child Death Review Panel while also completing internal reviews of fatalities, holding monthly child fatality review meetings, case crisis reviews, and yearly statewide review of fatalities by the DCFS leadership team.

**H. FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION**

**Certification:** DCFS Child Welfare Home Development (HD) Program is responsible for recruiting, certifying and re-certifying foster and adoptive family homes to meet the placement needs of children in the Louisiana foster care (FC) system. These homes are required to meet the department’s prescribed minimum licensing standards for the health, safety and well-being of children in foster care and children who are available for adoption. Families are dually certified to foster and adopt. The certification process includes a home

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study, pre-service training and mutual assessment. The re-certification process involves assessing whether the home continues to meet licensing standards, providing support to the family, and addressing any identified issues or concerns. Families are re-certified annually or every three years. There are various types of family homes; each requiring a particular level of expertise and skill necessary to meet the care needs of the child placed in the home.

Information about certification is available on the DCFS website to assist interested individuals in determining whether becoming a certified foster/adoptive family is appropriate for them. Individuals who are interested in becoming certified can complete an intake inquiry on-line and submit it via a designated provider portal. Applicants can submit the foster/adoptive parent application via CAFÉ, and foster/adoptive families can update their profiles (address, phone/cell number, email address, etc.).

Home Development is in the process of revising the Foster Parent Handbook with the assistance of AECF to incorporate QPI principles and other information related to recent programmatic changes such as the Extended Foster Care program.

The DCFS uses the Louisiana Adoption Resource Exchange (LARE) subsystem of the Tracking, Information and Payment System (TIPS) to maintain foster/adoptive parent certification data such as date of inquiry, orientation, application, clearances, training sessions, certification, closure, capacity, and age range of children served by the home. In addition to the information tracked in LARE, each region submits a monthly regional statistics log to state office. The log captures number of newly certified foster/adoptive families, number of closures, total number of available homes, number of newly certified child specific homes, number of closures, total number of child specific families, and combined total number of foster/adoptive and child specific families. The information from the statistics log is summarized in a statewide internal tracking document. This tracking document provides a means to compare regional data and assist in determining how the regions are progressing toward increasing the overall number of certified families and meeting regional recruitment/retention goals. All of this information recording, tracking, and reporting information will be included in the CCWIS system.

Regional HD recruitment/retention plans include an annual needs assessment (demographics and placement needs of children within the region), goals/objectives, method of recruitment (general, targeted, child specific), orientation/pre-service training schedule, and the recruitment budget. The region's annual plan is used to review and/or monitor the following:

- Identified placement needs;
- Types of available homes;
- Strategies for increasing the number and types of foster/adoptive families; and,
- Results/outcomes.

One of the overarching and consistent goals of the HD program is to have a continuous increase in the overall number of certified foster/adoptive families. In an effort to meet this goal, there is a targeted goal of a 2% statewide increase of families annually.

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**Recruitment:** Recruitment is a joint departmental and community effort. The HD staff is responsible for taking the lead in recruitment related activities. There are three types of recruitment methods: general, targeted and child-specific. General recruitment is designed to educate the community about the purpose, goal, policies/practices of the agency regarding foster care/adoption; the types of homes needed to provide temporary/permanent placements for children in care; and certification requirements. Targeted recruitment is a community-based approach to seek out potential foster/adoptive families reflecting the ethnic and racial diversity of the children in need of foster/adoptive homes. Child specific recruitment is used to bring about awareness within the community about the placement needs of a specific child and/or sibling group who are available for adoption but have no identified adoptive resource. Child focused recruitment is the recruitment method used by the Wendy's Wonderful Kids (WWK) recruiters. In child-focused recruitment, the recruiters build relationships with the child and the child's network in order to find a "forever-family" best fitting the child's needs. Recruitment plays a vital role in the achievement of permanency for children awaiting adoption. The regions throughout the state do general recruitment through community events based on a review of AFCARS data. HD staff will develop a plan to review AFCARS data quarterly to assist the regions in developing recruitment plans targeting the foster parents needed to care for the children/youth in care in that area.

**Retention:** Retention is another important aspect of the certification/re-certification process. The retention of certified foster/adoptive families involves two processes: working with foster/adoptive parents as partners in permanency planning; and, providing families with identified support services. HD staff conduct support visits in the homes of certified foster/adoptive parents. Other methods utilized to retain foster/adoptive families include: annual selection of a foster/adoptive parent(s) of the year; foster parent appreciation month; meetings between executive management and foster parent associations; participation of foster parents in trainings offered by LCWTA; provision of support services through the Louisiana Foster Parent Support Organization; and, encouraging foster/adoptive parents' participation in the CQI process. Louisiana's goal is to engage and strengthen support of foster families in an effort to improve the retention of foster/adoptive homes.

DCFS in partnership with the LCWTA developed training specifically for foster parents based on data collected in a survey conducted by Dr. Cori Hebert of LSU. A three-year plan was created which will be provided for all foster parents. In the first year, all current foster parents have to complete the one day of A Journey Home training (an overview of the new foster parent pre-service curriculum), three hours of cultural competence training and two hours of Foster Parent's Roles and Responsibilities training. In the second year, foster parents take three hours of training on Trust Based Relational Intervention (TBRI), three hours of training on Lesbian, Gay, Bisexual, Transgender and/or Questioning (LGBTQ) individuals, two hours of QPI and three hours of Working with Substance Addicted Parents. In the third year, foster parents take at least three trainings from the listed topics, such as Substance Exposed Newborns (SEN), Juvenile Trafficking, Understanding Girls, LGBTQ-Advanced, Foster Parent Grief and Resilience, and Mental Health. All foster parents are asked to complete evaluations of trainings so DCFS and

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LCWTA can understand what other training opportunities are needed and the effectiveness of the current trainings.

The LCWTA is currently working with QPI National to develop a contract so all DCFS foster parents and staff will have the ability to view trainings offered through QPI's "Just in Time" training library. "Just in Time" offers multiple online training on different child welfare topics.

**Standards Applied Equitably:** DCFS policy ensures foster/adoptive applicants meet prescribed minimum standards for the safety, health and well-being of children entering foster care and adoption. In cases where families do not meet a particular licensing or agency requirement, the home may be certified with a licensing waiver or policy exception under specific circumstances (as outlined in departmental policy). The waiver requests were for the following requirements: marital status, age, medical, case clearance (valid), fingerprints, criminal, bedroom space, and safety fire inspection.

QPI has been implemented in each region of the state. To date, the regions have developed committees to develop trainings for foster parents around court processes; judges in two jurisdictions are holding informational meetings with staff to increase partnership between the court and staff. In one court jurisdiction, a judge created a form for foster parents to fill out so they could update the court about the child and the case without having to be present. All regions have implemented a practice referred to as "Comfort Calls" by which calls are being made to birth parents when a child is initially placed into a foster home at the time of removal. All parishes have implemented Icebreakers. These are meetings between the birth parent, foster parent, worker and child (if appropriate). They are three to seven days after a child is placed in a foster home. The purpose of the meeting is to discuss the child and their needs. With both Comfort Calls and Icebreakers, the department will be working in the upcoming year to develop practice that is more consistent across regions, and improve the quality and integration of these practices into the work with children and families.

Additionally, HD has been involved in the Child Placing Agency Licensing Workgroup to revise licensing regulations. The workgroup is looking at modifying some of the regulations. HD is working with AECF to generate new ideas and develop a strategic plan for development of more foster/adoptive home resources.

**Requirements for Criminal Background Checks:** The regional HD Units ensure criminal background clearances (CBC) are conducted on individuals interested in providing care and supervision of children placed in state custody. CBCs are conducted on all household members 18 years and older. This is a safety requirement for all certified homes. Children are not placed in homes or kept in situations where a positive criminal clearance cannot be achieved for their caregiver for certified homes. If criminal clearances cannot be positively updated for existing certified homes, the homes are closed.

The HD section in State Office completes a regular review of Home Development records. These quarterly reviews are reported every six months. Records for review are randomly

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selected and five records are reviewed for each region, totaling 45 records reviewed statewide each quarter. Items in the review instrument address CBCs and State Central Registry (SCR) case clearances.

DCFS policy was updated to be in accordance with R.S.15:587. Policy now states “A national criminal record clearance shall be requested from the Louisiana State Police by DCFS Child Welfare on any foster and adoptive parent applicant and adult member of foster and adoptive parent households; parents whose children have been removed from their custody; parents or caregivers involved in investigations of abuse or neglect; potential caregivers of a child who is either in the custody of the department, is the subject of an investigation of abuse or neglect, or is or has been receiving services through the office of children and family services; potential employees of the department whose duties include the investigation of child abuse or neglect, the supervisory or disciplinary authority over children, direct care of a child, or performance of licensing surveys; and individuals employed directly or indirectly by institutions or facilities providing, or with the potential of providing care and supervision to any child or youth in the custody or under the supervision of the Department. DCFS will complete these national criminal background clearances on the above noted individuals and for OJJ contracted childcare institution staff as well as DCFS contracted childcare institution staff through fingerprint based scans using LIVE SCAN equipment located in DCFS offices around the state.”

**Diligent Recruitment of Foster and Adoptive Homes:** DCFS regional HD units develop and implement annual regional, written recruitment/retention plans according to the Department’s recruitment and retention plan policy guide. The regionally proposed plans are approved by the Area Directors and forwarded to the state office HD Section. Louisiana uses the Developing Recruitment Plans Toolkit from the National Resource Center for Diligent Recruitment. This has improved the needs assessments used to determine the demographics, needs, and placement requirements for the children in each parish and expanded it to include comparison of the data regarding current certified foster parents. A comparison of the children in care to the certified foster families allows for a much more accurate view of the specific types and locations of homes needed. The plans include goals and objectives in recruitment of additional resource families for targeted areas of need, retaining and supporting currently licensed families, and responding to and retaining prospective resource families during the inquiry to licensing phase of the process. The plans detail methods of recruitment, in addition to action steps, periods, persons responsible, and outcomes. Each specific recruitment method identified in the regional plans is linked to the data regarding children in foster care and certified foster parents. These plans are reviewed quarterly along with updated data to determine continued accuracy.

DCFS collaborates with the faith-based community to assist in the recruitment of foster parents who believe in the QPI philosophy. DCFS has included in the updated recruitment plans for many regions to utilize their current foster parents as recruitment resources by having them co-train and speak in the pre-service training classes and orientations. The foster parents chosen to speak are those accepting or having experiences with the group of children recruitment is needed for within the area.

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Through expansion of the WWK program, the State now has a recruiter for every region. The recruiters target recruitment efforts for children with the goal of Another Planned Permanent Living Arrangement (APPLA). The goal of this work is an increase in adoptions for hard to place children and youth.

DCFS now provides a two-tier rate adjustment for Therapeutic Foster Homes. This initially served as a mechanism for more adequate reimbursement of foster caregivers for the level of care necessary to meet the needs of the department's most medically, developmentally and/or behaviorally challenged children. A recruitment tool was developed regarding specialized homes for specific populations of children requiring specialized care. Efforts are underway by DCFS to recruit additional TFC homes to serve children who have development delays, have been involved in sex trafficking, identify as LGBTQ, have serious conduct/behavioral issues, are older youth, and youth who have a history of sexual aggression.

DCFS has established a statewide **Foster Care Support Organization (FCSO)**. This organization oversees foster care support in all nine regions. The scope of work includes the state FCSO working with already established local and regional foster and kinship care support organizations to develop services that are more comprehensive or working with community partners to establish foster and kinship-care support organizations in areas where there currently are no support organizations. Services will include monthly support groups for foster and kinship families; quarterly social events for children in foster care and the foster caregivers; developing and presenting in-service training for foster and kinship caregivers; developing a peer mentor program for foster and kinship caregivers; establishing a statewide communication system to disseminate support and training information to foster and kinship caregivers including a monthly or quarterly newsletter, and a website listing available resources; developing a conflict resolution process for foster and kinship caregivers; and, assisting DCFS with recruitment efforts for additional foster families.

**Child Specific Recruitment:** The WWK model focuses on child specific recruitment for older youth and/or children who have been available for adoption more than one year, or for whom no permanent adoptive resource has been identified, or children age 12 and older who at the time of legal availability for adoption do not have an identified adoptive resource. The recruiters work in collaboration with DCFS adoption staff, the identified child and the child's foster parents and any other person significant in the child's life.

DCFS collaborates with the Louisiana Heart Gallery (LHG) to recruit adoptive homes for children who are freed for adoption in the state of Louisiana. They photograph and video children who are freed for adoption. The photographs are displayed at events throughout the state and the videos of the children are shown at the adoption session of the foster parent pre-service training, as well as at different events throughout the state.

**Louisiana Fosters:** This is a statewide network created by the state's First Lady in partnership with DCFS. It links government, faith, nonprofit, business and service

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communities in support of foster parents and children. The website is [www.LouisianaFosters.la.gov](http://www.LouisianaFosters.la.gov). The state and community resources that support children in foster care and the families caring for them are maintained on the website and the DCFS liaison ensures accuracy of available resources through ongoing contact with regional DCFS staff and community partners. Resources include an organization that meets immediate needs of foster parents and the children they serve such as donations of furniture or school supplies, as well as providing funding for children to participate in extracurricular activities as a part of normalcy. Organizations can provide support services such as tutoring for a child or training in a pertinent area for foster parents, etc. The website connects to the DCFS website for information on fostering and adopting a child. The First Lady hosts an event each year where organizations and community members are invited to the Governor's mansion in an effort to recruit additional support services for children and families. Louisiana Fosters plans to support a new initiative this year to develop more foster caregivers for teens. The goal of Louisiana Fosters is to develop a resource network across the state to provide the kinds of supports foster parents need to ensure stability and services for the children and youth in their care.

**Cross-Jurisdictional Resources for Permanent Placements:** Louisiana has put in place a process for the effective use of cross-jurisdictional resources to facilitate timely placement for waiting children. The ICPC database is used to track overdue home studies, and colleagues in other compact offices are cooperative when inquiries are made regarding pending studies. However, there are concerns about delays in achieving permanency for children with cross-jurisdictional resources. Some contributing factors include staff retention, training of new staff, high caseloads, licensure of relatives by some states and a low priority assigned to interstate home studies. A strategy to minimize delays in placement is implementation of the National Electronic Interstate Compact Enterprise (NEICE), which would streamline and enhance the ICPC business process by electronically exchanging data and documents from one state's jurisdiction to another. To minimize placement delays with parents, a provision in Regulation 2, "Public Court Jurisdiction Cases" adopted by AAICPC allows the court to place children with the non-offending parent and terminate jurisdiction without invoking the compact. Another strategy for minimizing delays in permanency can include expanding the use of "purchase of service" contracts for home study completion across state lines. Privately licensed agencies typically have lower caseloads than public state agencies, and require a shorter timeframe to complete home studies.

**Diligent Recruitment of Foster and Adoptive Homes Update FFY 2021:** DCFS continued to collaborate with Dr. Denise Goodman through 2021 regarding child-specific recruitment and retention plans tailored to fit the region's need for certain types of foster/adoptive homes; however, this work was delayed due to COVID and the hurricanes in 2020. Much of the work continued but was adapted virtually.

DCFS continued to collaborate with Empower 225, Crossroads NOLA and Louisiana Baptist Children's Home to recruit and train foster parents in faith based settings virtually. DCFS continued to collaborate with the Foster Care Support Organization (FCSO) to serve the needs of each tri-region and oversee foster care support virtually in all nine regions.

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Collaboration continued with 211 to provide a one-stop resource line for Kinship Caregivers.

The HD section in State Office continued revising the Foster Parent Handbook including QPI, EFC and new licensing standards. The HD section revised Home Development policy located in Power DMS to include new licensing standards and all new initiatives of the Department.

**Diligent Recruitment of Foster and Adoptive Homes Activities Planned FFY 2022:**

DCFS will continue to collaborate with Empower 225, Crossroads NOLA and Louisiana Baptist Children's Home to recruit and train foster parents in faith based settings. DCFS will continue to collaborate with the Foster Care Support Organization (FCSO) to serve the needs of each tri-region and oversee foster care support virtually in all nine regions. DCFS continues collaboration with 211 to provide a one-stop resource line for Kinship Caregivers. Methodist Children's Home that provides oversight of the FCSO has implemented a Foster Caregiver Mentor program as a pilot in one region and plans to expand the program throughout the state over the next 24 months. For the mentor program, experienced foster caregivers are trained in DCFS policy and procedure as well as conflict resolution and TBRI to assist newer foster caregivers or foster caregivers' experiencing difficult placements. The FCSO is continuing to work with community partners to establish support organizations in those areas of the state that are lacking in foster caregiver support some of which includes support groups, resource closets and meeting child-specific needs. DCFS continues to collaborate with Methodist Children's Home in providing expedited certification home studies for relative caregivers and 90 days of one-on-one support upon certification of the families.

The HD section in State Office will continue efforts in revising the Foster Parent Handbook including QPI, EFC and new licensing standards. The HD section will continue revisions in Home Development policy located in Power DMS to include new licensing standards and all new initiatives of the Department.

DCFS will continue collaborating with the Louisiana Child Welfare Training Academy (LCWTA) to make updates to the three-year training plan for foster parents as new licensing requirements.

**Diligent Recruitment of Foster and Adoptive Homes Update FFY 2022:** The DCFS continued to collaborate with Empower 225, Crossroads NOLA and Louisiana Baptist Children's Home to recruit and train foster parents in faith based settings.

The DCFS continued to collaborate with Louisiana Baptist Children's Home (LBCH) to host monthly orientations in the Monroe, Shreveport and Alexandria regions. LBCH also hosted a "Foster the Connection" virtual statewide conference in May 2021 and "The Adoption Journey" virtual conference in November 2021. Each conference provided training hours for DCFS staff and foster caregivers.

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The DCFS continued its collaboration with the Foster Care Support Organization (FCSO). The FCSO provided three Foster Care Ambassadors, who are TBRI Practitioners, to each Tri-region to provide one-on-one support to foster caregivers. The Ambassadors continued to coordinate with community partners to develop support organizations in areas that lack foster caregiver support. The FCSO developed a website and issues a bi-monthly newsletter to raise awareness to the available resources for caregivers within the communities. The Foster Caregiver Mentor program, implemented by Methodist Children’s Home, was piloted in one region, but did not expand statewide due to COVID restrictions. Methodist Children’s Home continues to provide the DCFS with expedited certified home studies for relative caregivers.

The DCFS continued to work with the Louisiana Child Welfare Training Academy (LCWTA) to provide sufficient training to enhance caregiver skills and developed a tracking system to track foster parent trainings not sponsored by LCWTA.

The “Just in Time” training series sponsored by National QPI in conjunction with the University of Florida is no longer available to Louisiana foster caregivers and staff due to copyright issues.

**Diligent Recruitment of Foster and Adoptive Homes Activities Planned FFY 2023:**

The DCFS will continue its collaboration efforts with community stakeholders for recruitment and training of foster caregivers. Home Development will continue to make necessary revisions to the Foster Parent Handbook and policy as it relates to programmatic changes and licensing updates. Louisiana State Office home development is working with the regions to develop new recruitment methods and launching a new media campaign in May 2022 for recruitment and retention. In May 2022, a child welfare specific communications executive management officer was hired.

The FCSO will continue its recruitment and retention efforts by working in partnership with local support organizations. The FCSO will continue to expand foster caregiver mentor programs. The FCSO Ambassadors will continue to support foster caregivers by providing monthly support groups, a bi-monthly newsletter and one-on-one support to foster caregivers.

A Foster Caregiver Advisory Board is under development with a launch date of May 2022. This board will provide a platform for certified caregivers to partner with the agency to improve policy and practice. The Advisory Board will consist of nine (9) foster caregivers from across the state; five (5) will serve a two-year term and four (4) will serve a one-year term. The Board will initially have three (3) committees: Policy, Communication and Training & Support. These committees will have sub-committees made up of foster caregivers and DCFS staff to address specific areas of concern. The board will meet every other month and the subcommittees will meet monthly.

**Diligent Recruitment of Foster and Adoptive Homes Update FFY 2023:**

The DCFS continued to collaborate with Crossroads NOLA and Louisiana Baptist Children’s Home to recruit and train foster parents in faith based settings.

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The DCFS continued to collaborate with Louisiana Baptist Children’s Home (LBCH) to host monthly orientations in the Monroe, Shreveport and Alexandria regions. The LBCH also hosted a “Foster the Connection” virtual statewide conference in May 2022. The conference provided training hours for DCFS staff and foster caregivers.

The DCFS continued its collaboration with the Foster Care Support Organization (FCSO). The FCSO provided three Foster Care Ambassadors, who are also TBRI Practitioners, to each Tri-region to provide one-on-one support to foster caregivers. The Ambassadors continued to coordinate with community partners to develop support organizations in areas that lack foster caregiver support. The Methodist Children’s Home continues to provide the DCFS with expedited certified home studies for relative caregivers.

The DCFS continued to work with the Louisiana Child Welfare Training Academy (LCWTA) to provide sufficient training to enhance caregiver skills and developed a tracking system to track foster parent trainings not sponsored by the LCWTA.

In July 2022, a child welfare consultant was hired to oversee foster parent recruitment and retention efforts statewide. The consultant’s initial efforts focused on streamlining the first steps in the foster parent certification process statewide; assessing regional support needs and barriers to recruitment and retention; and developing recruitment strategies statewide.

The consultant worked with a team of Home Development staff to develop two new meetings; Regional Connection and Navigating the Journey, to support new foster families in the early stages of certification. Regional Connection provides an opportunity for prospective foster families to meet their region’s Home Development team while attending A Journey Home online. Navigating the Journey, was created in an effort to provide an opportunity for families to connect with other newly certified foster parents in their region; dive deeper into the roles and expectations of foster families; and connect with their foster care support ambassador. This meeting assists foster families with the transition from classroom education (A Journey Home training) to practice (accepting a child into their home).

The recruitment and retention consultant worked with each region to create regional recruitment plans and individual recruitment plans for each Home Development worker in each region. The consultant meets with each region’s Home Development unit quarterly to evaluate recruitment plan progress.

During FFY 2023, Home Development staff began working with Dr. Denise Goodman, a national child welfare expert and consultant, to develop Regional Recruiter positions and strategies to improve retention rates of foster families. Dr. Goodman also worked with State Office Home Development staff on updating the Foster Parent Handbook and revising Home Development policy.

During FFY 2023, the State Office Home Development unit began collaborating with program managers in the State Office Adoptions unit and Adopt US Kids to develop a

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Speaker's Bureau, a team of volunteers in each region with lived experience in the child welfare system (foster parents, birth parents, and former foster youth) who will lead public presentations and participate in media interviews.

The Foster Care Advisory Board launched in 2022. The board hosted its first subcommittee meeting in February 2023 to begin working on issues related to Policy and Practice; Training and Support; and Communications.

**Diligent Recruitment of Foster and Adoptive Homes Activities Planned FFY 2024:**

The DCFS will continue its collaboration efforts with community stakeholders for recruitment and training of foster caregivers. Home Development will continue to make necessary revisions to the Foster Parent Handbook and policy as it relates to programmatic changes and licensing updates.

The FCSO will continue its recruitment and retention efforts by working in partnership with local support organizations. The FCSO Ambassadors will continue to support foster caregivers by providing monthly support groups, a bi-monthly newsletter and one-on-one support to foster caregivers.

The Foster Care Advisory Board will continue to meet throughout the next year. The board will meet as a group every other month. The subcommittees will meet every other month as a group to work on developing possible plans and solutions to issues within their subcommittee.

The DCFS recruitment and retention consultant will continue to work with State Office Adoptions Program staff to develop a plan for the Regional Recruiters and the Speaker's Bureau volunteers to collaborate on recruitment efforts statewide. The Speaker's Bureau volunteers will work collaboratively with contracted Regional Recruiters and maintain distinct roles: the Speaker's Bureau volunteers will focus on public presentations, while the Regional Recruiters will work "behind the scenes" planning recruitment events, talking with families at recruitment events, and guiding families through the next steps in the certification process. Speakers will be trained in media presentations and coached on public speaking.

The DCFS Home Development staff will continue to work with Dr. Denise Goodman on revising agency policy, revising the foster parent handbook, and creating training for Home Development staff. The DCFS also plans to work with Dr. Goodman to revise A Journey Home pre-service training to include clinical content to better prepare families for their role as foster parents.

**Overview and Assessment of Recruitment and Retention: Data and Tracking of**

**Recruitment and Retention:** The average number of certified foster homes in Louisiana will continue to be monitored and the data will continue to be tracked as it has been in the past (2014- 2018). For FFY 2014-2018 DCFS a goal of 2% was set to increase the number of new foster homes annually. This goal of a 2% increase over the previous year's actual performance will continue through 2024.

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FC/AD & HD Outcome Measures	Baseline (FFY 2018 data)	Year 1 – (FFY 2019 data)	Year 2 – (FFY 2020 data)	Year 3 – (FFY 2021 data)	Year 4 – (FFY 2022 data)	Year 5 – (FFY 2023 data)
	%	Improvement Goal (IG) & Actual Performance (AP)				
Increase number of new foster/ adoptive families certified	<b>*863 total</b>	<b>IG: 880 AP: 862</b>	<b>IG:879 AP: 632</b>	<b>IG: 645 AP: 587</b>	IG: 599 AP: 754	IG: AP:

\*Data Source WebFocus

Annually, each of the nine regions developed targeted recruitment plans based on regional data of their current foster families and numbers and ages of children in care. While families were being certified, it was noted not all regions had the numbers and types of families to meet the needs of the children and youth in their regions. Most regions had an abundance of homes for children ages 0-5 and all regions were lacking homes for children ages 13-17. In the fall of 2018, the Annie E. Casey (AEC) Foundation began work with DCFS to review certified homes and increase targeted recruitment efforts across the state. In January 2019, each region completed a utilization review of all certified homes. The regions considered age ranges, family skills, had the families been active within the past 12 months, and the number of actual placements available. A review of the results revealed youth ages 12-17 comprised over 21% of the foster care population but only 5% of foster homes were certified to care for this age range. Sixty-one percent (61%) of foster families would accept only a child under five, while only 53% of our children are in that age range. More than 1545 African-American children/youth were in care with only 904 foster homes willing to accept an African American child or teen. One hundred fifty-nine (159) foster homes had not received a placement in over a year. In efforts to increase the types of homes needed to meet the specific needs of children and youth in care, all Home Development staff are being trained by an AECF consultant renowned in targeted recruitment efforts during the fall of 2019. Monthly phone calls with the AECF consultant to review progress will be held throughout the following calendar year with a goal of 15 % annual increase in the numbers of homes needed to meet the true population of children and youth in care.

Over the past five years, there has been an increase in the number of certified kinship families. Currently, 40 % of certified families are kinship families. In recognizing the importance of family connections, DCFS has prioritized these certifications and is working to increase support of kinship families by collaborating with a private agency to assist with certification and support of these families.

Other efforts of improving recruitment and retention of foster families include contracting with a private agency to develop and implement a statewide foster caregiver support organization. This contract is anticipated to begin in October 2019. This organization is

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tasked with developing and ensuring viable local support organizations will be available in all areas of the state by the end of calendar year 2020. The local support organizations will provide training, monthly support groups, quarterly family activities and peer-to-peer foster caregiver mentor programs for new foster caregivers or other foster caregivers needing extra support.

**Data and Tracking of Recruitment and Retention Update FFY 2021:** State Office Home Development (HD) continued to work with the regional HD units in efforts of improving recruitment and retention efforts. Monthly phone calls were held with the regions to monitor progress. Quarterly phone calls continued with the AECF consultant until work was complete in December 2020.

**Data and Tracking of Recruitment and Retention Activities Planned FFY 2022:** State Office Home Development (HD) will continue to work with the regional HD units in efforts of improving recruitment and retention efforts. Monthly phone calls will continue to be held with the regions to monitor progress.

**Data and Tracking of Recruitment and Retention Update FFY 2022:** State office HD and all regions have continued to have recruitment plans but recruitment has been very difficult these past two years due to COVID restrictions. Pre-service and ongoing training have been converted to virtual formats but many in-person gatherings utilized for recruitment purposes were suspended. As stated above, the Foster Caregiver Support Organization administered by Methodist Children and Family Services has provided support to certified caregivers and has also shared the need for new foster caregivers through their social media platforms. The DCFS had a media campaign in May 2021 to promote the need for homes for older youth and has continued to promote the need for foster caregivers via the DCFS website and other media platforms. State Office HD continues to work with the regions in efforts of improving recruitment and retention efforts and provides data quarterly to support data driven recruitment plans. State Office HD sends monthly reports to the regions outlining numbers of families inquiring to be foster caregivers, numbers of families attending orientation and training, along with number of certifications and closures in efforts of the regions monitoring data for their specific regions.

**Data and Tracking of Recruitment and Retention Activities Planned for FFY 2023:** State Office Home Development (HD) will continue to work with the regional HD units in efforts of improving recruitment and retention efforts. Quarterly statistics of number of children in care, their ages, races, and sibling group status along with foster home utilization statistics will continue to be provided to the regions in efforts of updating their regional recruitment plans quarterly to meet the specific needs of their regions. Monthly meetings will be held with the regions to monitor progress. The DCFS will continue all efforts as outlined in the recruitment and retention section. State Office Home Development will continue to send monthly monitoring reports to the regions to monitor regional data of recruitment and retention efforts.

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**Data and Tracking of Recruitment and Retention Update FFY 2023:** During FFY 2023, the DCFS recruitment consultant met with each region to discuss past recruitment efforts, barriers to recruitment and retention, specific recruitment needs within the region, and strategies for targeted recruitment. The consultant assisted the regions with developing regional recruitment plans and individual recruitment plans for HD workers.

The Foster Caregiver Support Organization administered by Methodist Children and Family Services continued to provide support to certified caregivers and shared the need for new foster caregivers within their support organizations.

In FFY 2023, the DCFS began working with a contracted vendor to plan for the launch of a statewide foster parent recruitment campaign. The DCFS developed new recruitment materials for the regions to use during recruitment activities. The DCFS recruitment consultant met with the regions quarterly to assess recruitment plan progress. State Office HD continued to send monthly reports to the regions outlining numbers of families inquiring to be foster caregivers, numbers of families attending orientation and training, along with the number of certifications and closures in an effort to help with monitoring data for their specific regions.

In FFY 2023, a new data report generator was created that allowed the DCFS State Office to run recruitment data reports independently without the assistance of the DCFS data unit. Recruitment reports can be generated as often as needed in order to assist the regions with recruitment planning. These recruitment data reports are generated quarterly. The data is divided into two sections: 1- regional foster care data (children in foster care) including the age/race/sex of children entering care, the number of sibling groups in care (by family size), and the parish of origin for children in foster care and 2- regional Home Development data (foster families) with the same demographic information on the foster parents in the area. This regional recruitment data report provides a snapshot of each region's most urgent recruitment needs based on the children entering foster care and families available to care for them. This report provides a comparison of the region's foster care needs with the resources available. After collecting this information and analyzing the results, a meeting is held quarterly by Zoom in the months of March, June, September, and December with each of the nine regions individually to review their data. These meetings are held with the Home Development Supervisor, Home Development Manager, and the State Office Home Development Consultant for the region. Most regions also choose to include their Home Development workers in the review meeting as well so the workers can share their individual efforts from the last quarter. During these meetings, there is also a review of the progress made on each region's individual recruitment plan. The recruitment plans are developed to focus on the greatest needs identified within the recruitment data report. This data is also used to guide the regions in developing their recruitment plans as well as updating their recruitment plan as needs change.

**Data and Tracking of Recruitment and Retention Activities Planned for FFY 2024:** State Office Home Development (HD) will continue to work with the regional HD units in efforts of improving recruitment and retention efforts. Quarterly statistics of the number of children in care, their ages, races, and sibling group status along with foster home

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utilization statistics will continue to be provided to the regions. This will be beneficial in updating their regional recruitment plans quarterly to meet the specific needs of their regions. Quarterly meetings will be held with the regions to monitor progress. The DCFS will continue all efforts as outlined in the recruitment and retention section. State Office Home Development will continue to send monthly monitoring reports to the regions to monitor regional data of recruitment and retention efforts.

**SECTION 3 – PLAN FOR ENACTING THE STATE’S VISION**

**A. GOALS, OBJECTIVES AND OVERALL STRATEGY FOR IMPROVEMENT**

The goals for accomplishing the DCFS vision during the five-year period 2020-2024 are organized according to the way DCFS has been addressing the themes through the state’s CFSP PIP. The noted problems in each area of the state’s PIP were the priority concerns and were the focus in developing the goals shown below.

**Goal 1: Quality Assessment**

Develop a unified assessment and decision-making model for DCFS, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. This goal was established to provide an assessment approach and corresponding terminology, emphasizing family engagement to be more reliable, cohesive, and easily understood by all stakeholders.

Objectives/Strategies to achieve goal: Workers will become more confident and competent in their ability to gather pertinent information, assess safety threats with consideration to parental protective capacity, risk of repeat maltreatment, and family strengths and needs. Assessments will lead to more accurate and consistent decisions regarding which children can be served safely in their homes, and which children must be temporarily removed for their protection. Case plans will be more focused on the vital services most likely to reduce threats and enhance protective capacities.

Attorneys and judges will receive sufficient case information and agency identification of safety threats and assessment of parental protective capacity so that fewer removals will occur. Assessments and services will improve and permanency for children will be achieved sooner. The workforce will be positively impacted because of a greater sense of competence in the day-to-day work with families, and ultimately, experiencing more positive outcomes for children and families overall.

**Goal 2: Workforce Development**

Through the Louisiana Child Welfare Workforce, enhance performance and practices to improve safety, permanency and well-being outcomes. This goal was selected because the pathway to improving outcomes for children and families is by improving Louisiana Child Welfare Workforce practices and supervisory knowledge and skills.

Objectives/Strategies to achieve goal: The Quality Improvement Center’s Workforce Development Project will implement Job Redesign and Teaming as an experimental

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design to improve Child and Family Outcomes. The job redesign included a comprehensive job analysis and process mapping to determine which tasks needed to be retained by the child welfare worker and which tasks could be assigned to a newly created professional position (Child Welfare Team Specialist, [CWTS]). The CWTS will work in close partnership with the child welfare worker, assuming those duties generally categorized as administrative, so the child welfare worker will be able to focus on more clinical tasks. The Teaming concept encompasses the Prevention and Permanency units collectively working to meet the needs of children and families.

The Child Welfare Job Redesign along with the implementation of the Teaming approach will result in casework supporting client needs with available resources. The job redesign includes a specific focus on distinguishing between clinical and case management duties as opposed to clerical and administrative duties to make better use of staffs' skills. Child Welfare Supervisors and Caseworkers:

- Will have a manageable amount of work
- Be better able to focus on the tasks for their job level; and
- Their duties will better match their interests, knowledge, skills and abilities.

The Louisiana Child Welfare Department will incorporate a practice of increased quality visits with parents, children and families encompassing an ongoing assessment of safety in the care setting, parent protective capacities, child well-being and optimal permanency outcomes. Child Welfare staff and supervisors will have increased capacities in assessing parents/caretakers, children and families for safety, well-being and conditions for return. A tool will be devised to include essential Child and Family Services Review outcomes as a guide to improved practice. Child Welfare staff will be trained to utilize this tool in practice and to document information to coincide with CFSR requirements. This practice will improve the quality of visits, thereby improving child and family outcomes. The practice will be implemented in the three QIC-Workforce Development implementation parishes, monitored for performance improvement, then trained across the entire department of Child Welfare.

**Goal 3: Engagement**

Treat families and caregivers as important partners in case planning and service delivery so timely permanency is achieved and the well-being of children is ensured. Engagement in the Child Welfare system should begin at the first contact with a family. Group consensus in initial contact with families and caregivers is critical in building strong partnerships. The CW system must explore its attitudes, beliefs and biases when working with parents, children/youth, foster parents and relatives. This includes the examination of Systems Biases, which takes into account how policies and practices influence those biases.

**Objectives/Strategies to achieve goal:**

The Child Welfare system (Child welfare, Attorneys, Judges, etc.) will adopt practices and values indicating awareness of trauma, ACES and cultural biases so that:

- Families will be valued as partners and foster care viewed as a temporary service to families.
- There will be early and ongoing engagement of parents and youth.

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- There will be improved case plans, courts orders, and visitation (quality and frequency).
- There will be long-term improvements in permanency measures, due process for families and community view of the CW system.

**Engagement practice goals:**

A. Early in new cases

- Positive “first system contacts” for parents and youth
- Identification of all parents
- Foster parent partnerships with parents to minimize trauma
- Early parent-child visitation
- Assessments will be fair and accurate, and
- All parties participate in case plan development

B. Ongoing

- Parent or youth will be involved in all relevant conversations and their voice will be valued
- Foster parent will be a partner to parent and case manager
- Case plans will be clear and will recommend individualized services, and
- Team assists with barriers to accessing services.

**Goal 4: Service Array**

Build the capacity of DCFS, legal stakeholders, and local communities to provide a comprehensive array of services and effective delivery of services which strengthens protective capacities of families to prevent maltreatment, repeat maltreatment and entry into care, shortens foster care stays, reduces trauma and placement disruptions and more restrictive placements, and supports the safety, stability, and self-sufficiency of Louisiana families and children. This goal was selected to result in a decrease in incidents of maltreatment, repeat maltreatment, entry into care, placement disruptions, fewer restrictive placements, and separation of children ages birth to 18 from their families due to abuse/neglect. Additionally, the duration of time in care to permanency for children experiencing removal will decrease.

Objectives/Strategies to achieve goal: The Court Improvement Program (CIP), legal stakeholders, and DCFS will collaborate with judicial leadership in four pilot sites. These sites include Caddo, Rapides, Livingston, and East Baton Rouge parish. These pilot sites will build the capacities of local communities by collaborating to provide a comprehensive array of services and a strategy for effective delivery of services. This will create a parish-wide organizational structure to gather data and information on available services, make referrals, connect families to services, and make needs and opportunities known. This initiative will include developing a replicable and evolving model of multi-generational care for service array work and delivery across the state that will include services not traditionally thought to fall within the child-welfare service array (i.e., mental health services, transportation, and ancillary legal matters). This will assist with preventative services possibly resulting in precluding the need for traditional child welfare services.

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The CIP, legal stakeholders, and DCFS will take this a step further and organize a state-level leadership committee where parishes can share systemic barriers and state-level leadership can advocate for solutions. To equip caregivers and service providers to provide trauma informed care and evidence based services that address the adverse emotional, behavioral, and attachment issues arising from maltreatment or from removal of children from their homes, the state level leadership committee will pursue partnerships. These partnerships will support the successful implementation of the service array strategies, build the capacity of the pilot sites to promote trauma informed parenting, care, and treatment, and develop new opportunities for training.

Partnerships will include publications and communications of existing services, trainings, and resources as well as coordination with the following: Casey Family Programs, the Louisiana Department of Education, Social Justice Equity, Office of Behavioral Health, Work Force Development, Chamber of Commerce, Louisiana Department of Health, Center for Evidence to Practice, Office of Public Health, Louisiana Association of United Ways (2-1-1 Louisiana), emergency responders, Children’s Trust Fund, Crossroads NOLA, CASA, Louisiana Supreme Court-Division of Children and Families, Empower 225, Louisiana Child Welfare Training Academy, Civil Rights Section of DCFS, Kinship Navigator Program, U.S. Department of Health and Human Services (“HHS”) Office for Civil Rights (“OCR”), U.S. Department of Justice (“DOJ”), church and faith-based organizations, Louisiana Bar Association, Louisiana Law Institute, Louisiana Bar Association, legal service entities, Child Advocacy Program, Louisiana law schools, local bar associations, Children’s Code Committee, and others to further develop and support the service array strategic plan, fill gaps in services, identify a services and needs online management portal, and support coordination of service communications and referrals within the pilot parishes.

This strategy will continue post-PIP as the CIP, legal stakeholders, and the department partner together to implement, administer, and expand the evidence- based service array and delivery through the Families First Prevention and Services Act and collaborations across state-level systems and within local communities.

**Goal 5: Quality Legal Representation**

Fewer children will enter foster care, and for those who do enter foster care, a higher rate will reach permanency within 12 months. The rationale for selecting this goal is to develop and implement a high-quality multidisciplinary legal representation model.

**Objectives/Strategies to achieve goal:**

- Parent’s and children’s attorneys in the pilot parishes, Caddo, Livingston, East Baton Rouge and Rapides, will receive training on improving the quality of legal representation to more effectively advocate for their clients in court and out of court.
- Attorneys in the pilot parishes will have enhanced knowledge and skills to represent their clients in child welfare proceedings.
- Attorneys in the pilot parishes will be appointed at the earliest possible time and be present at the continued custody hearing to represent and advocate for clients.

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- Fewer court delays will occur in the pilot parishes due to lack of parties and/or counsel at the continued custody hearing.
- Parents and children, and their attorneys, in the pilot parishes (resources permitting) will have access to enhanced legal representation, e.g., parent partners and social workers, and resources to resolve the case before a petition is filed with the court.
- Parents at risk of having their children removed from their home will have access to timely legal aid and social service assistance to remediate the threats and avoid the child's removal from the home by resolving ancillary exacerbating issues.
- Parents and children with enhanced legal representation will receive greater access to supportive services and parenting time to facilitate timely reunification.
- Parents and children with enhanced legal representation will experience greater support and are more likely to engage in the reunification plan and the court process.
- Judges will have sufficient information after diligent inquiry to determine whether the department has made reasonable efforts to prevent or eliminate the need for removal of the child from the home, and after removal to make it possible for the child to return home.
- Fewer children will enter foster care, and for those entering foster care, a higher rate will reach permanency within 12 months.

**B. UPDATE FOR FEDERAL FISCAL YEARS ASSESSMENT OF OUTCOMES / PLANS FOR IMPROVEMENT:** On an ongoing basis, departmental staff reviews outcomes using various sources of data to assess performance on the achievement of federal outcome measures. In the following pages, the Department of Children and Family Services (DCFS) has provided available data for federal fiscal years 2019 (and in some instances previous years) from the Louisiana Data Profile, from CQI case review data, DCFS dashboard and Web focus reports, stakeholder input and LaPAS measures which are provided to the Louisiana Legislature.

**QUALITY ASSESSMENT Update FFY 2021:** Louisiana DCFS sought assistance from the Capacity Building Center to support efforts in creating a comprehensive Child Welfare Assessment and Decision Making (CWADM) model. A workgroup of various levels of DCFS staff with consultation of an evaluator from CBC met on 11/18/2019 to begin the development of a review instrument and associated procedures. A CWADM Case Review Procedural manual was developed, which outlines the purpose of the CWADM case reviews, sample methodology, Safety Assessment process guide, which gives details regarding the schedule of reviews that all reviewers must adhere to, outlines elimination criteria, conflict of interest procedures, review assignment, red flag cases and procedures for cases with safety concerns, procedures for tracking and resolving case review issues and describes the feedback loop process for data collected. Moreover, a case review instrument was developed and incorporated into REDCap, an electronic data capture system. All CQI, RPS, CPS, FS and FC consultants, who will be responsible for conducting CWADM case record reviews, as well as their managers, were trained on the case review instrument over the course of two (2) three (3) hour long training sessions held on 11/19/2020.

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A feedback loop process was developed and included in the CWADM Case Review procedural manual. After each quarter of consultations and case reviews, reports regarding findings are rolled up and submitted to Child Welfare Manager 2 leads the month following the end of the review period. Those reports were distributed to State Office Management and Program Leads, State Level CQI and CIP, and to Regional Management. A programmatic meeting was held the following month to include State Office program leads, the CQI team, and Regional Program Specialists to discuss findings, plan for the exit with the Child Welfare (CW) field staff, and discuss any program needs. Finally, an exit with CW field staff was held the month after the programmatic meeting two times a year to discuss findings and plans for improvement.

Regional Program Specialists (RPS) conduct formal CWADM case consultations monthly to reinforce the CWADM model. This is an ongoing consultation and support process. Four consultants conduct nine surveys (three in each program – CPS, FS, FC/ADP) per quarter. Data from the consultations are entered into an electronic reporting system in RedCAP, which allows the ability to roll up summary reports to include strengths and needs. These reports are provided quarterly to CW program staff, and Regional management to review in order for assessment of adequate practice, continued support and development of staff. There are quarterly reporting and review periods to identify performance trends, areas the CWADM model is succeeding and areas that need improvement.

Quarterly review meetings were held August 31, 2020 and November 30, 2020. The findings from the RPS case consultations were reviewed along with trends identified and what this means regarding practice and implications. Discussion was held regarding what needed to be emphasized through the consultations and the practice champions. In addition, a data report was created for the meeting. From June 1, 2020 through November 30, 2020 there were 79 CWADM consultations conducted. The consultations revealed progress, as well as challenges in the utilization of the CWADM model in child welfare program/practice. The strength areas were related to gathering information and conducting the safety assessment. Areas needing improvement were related to case planning. This information is shared with the CWADM training staff. As we move into level three training, there will be more education on identifying the safety threat in the case planning and conditions for return.

A workgroup was formed consisting of DCFS and child welfare and legal stakeholders from across the state. The workgroup met at least bi-monthly for 14 months to collaborate and clarify available legal options to manage safety and prevent children from entering foster care. The following documents were created and shared among DCFS and all child welfare and legal stakeholders: Informal Adjustment Agreement Bench Card and model Informal Adjustment Agreement, Temporary Restraining Order and Protective Order Bench Cards and model orders, Instant Safety Plan Bench Card and model order and affidavit, and Continued Custody Hearing Bench Card and model order. The workgroup created a shared language document, which provides definitions for the various alternatives to removal. All of these documents will help us ensure that DCFS and child welfare and legal stakeholders understand all of the available legal options that can be used to prevent removal and have a common understanding of their full and proper uses. These documents were emailed out to all stakeholders and will be available on the CLARO website and the

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Louisiana Supreme Court website. They will be used in CIP and DCFS trainings. They were initially shared at the Together We Can Conference in November of 2020.

The workgroup compiled a list of common civil legal issues families experience apart from abuse and neglect that can contribute to removal. The workgroup is collaborating with the legal service corporations, the Louisiana Bar Association, the Louisiana Bar Foundation, and other legal stakeholders to raise awareness of these underlying legal issues in CINC cases and organize a process to connect families to legal services to address those issues. In the MCC pilot parishes, we are utilizing the My Community Cares Connection Portal to house a database of the available legal services in the pilot parishes

DCFS Policy, 4-521 was implemented on 11/30/2020 to give staff clear guidance on all the available options to manage safety when a child is deemed unsafe. DCFS continues reviewing policy in monthly meetings with staff. Once all of the Alternatives to Removal court templates document have been created policy will be updated and shared in monthly meetings with staff so that clear guidance and expectations can be communicated.

CWADM Training:

- **Practice Champion Survey June 1, 2020:** Through the university partnership a survey was sent out for anonymous feedback from our Regional and State Office Practice Champions to understand their perceived needs better. Out of 38 staff 34 responded. While this survey is not comprehensive, it does provide a snapshot in time as to how 34 or 89.47% percent of the Champions view their preparation to train others on the model. Specifically, staff want more training on risk, safety assessment, safety plan writing, and how to effectively teach others. Respondents largely felt prepared to train others on the model but noted nervousness. In looking at the ratings as they related to needing more instruction, the respondents rated the understanding of content lower (meaning staff felt strongly that they understand the concepts), and the practical implementation items higher (meaning staff were less sure of how to implement). This is consistent with the qualitative feedback. Individuals appear to need time and more examples/training. Several staff noted, “It will just take doing it to get it.” This is consistent with learning new models. The respondents are willing to meet rather frequently (bi-weekly) to better their skills.
- **Education and Support Calls with formalized agenda and smaller groups for Tri-Regions:** Adjustments were made to the educational and communication format to better meet staff needs as CWADM Practice Champions and Trainers. A designated meeting time was established, Tuesdays from 9:30am to 10:30am with smaller groups and a more structured format via Zoom. Each group was co-lead by a Program Manager and a Regional Program Specialist. Participants for each area included: Regional Practice Champions and State Office Program Consultants (FC, FS, and CPS), RPS, and CQI. Training credit was requested for these sessions.
  - Area 1 (Orleans, Covington, Thibodaux) Lori Miller and Ellen Hammons
  - Area 2 (Lafayette, Baton Rouge, Lake Charles) LaTrese LeCour and Nell Aucoin

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- Area 3 (Monroe, Alexandria, Shreveport) Jacqueline Brown and Kim McCain
  - Jun 9, 2020 09:30 AM – Threats of Danger 1-3 and #8
  - Jun 16, 2020 09:30 AM – Threats of Danger 4-7
  - Jun 23, 2020 09:30 AM – Child Vulnerability
  - Jun 30, 2020 09:30 AM – Caretaker Protective Capacities #1-5
  - Jul 7, 2020 09:30 AM – Caretaker Protective Capacities #6-11
  - Jul 14, 2020 09:30 AM – Safety Determination and Safety Analysis
  - Jul 21, 2020 09:30 AM – CPS Case scenario
  - Jul 28, 2020 09:30 AM – FS Case scenario
  - Aug 4, 2020 09:30 AM – FC/HD/AD Case scenario
- All CQI, RPS, CPS, FS and FC consultants, responsible for conducting CWADM case record reviews, as well as their managers, were trained on the case review instrument over the course of two (2) three (3) hour long training sessions held on 11/19/2020.
- Safety planning options training was implemented during a statewide management meeting to ensure understanding of leadership expectations regarding policy changes. The meeting consisted of Area Directors, Regional Administrators, and Managers in the regions along with our BGC attorneys and State Office Leadership Team, Managers, and Program Consultants. Training was implemented for all BGC attorneys during a statewide management meeting to ensure all legal staff are advising and assisting agency staff with available options to prevent removal and manage safety.

**QUALITY ASSESSMENT Update FFY 2022:** The DCFS continued to utilize the CWADM model document as the key training tool statewide. The DCFS is committed to improving the assessment and decision making regarding risk and safety by continuing efforts of successful implementation of the model. CWADM trainings were held to ensure staff and stakeholders have a clear understanding of how safety, risk and service needs are assessed and addressed throughout the life of a case. CPS units were trained on the CWADM Model April 21, 2021 through May 7, 2021. Ten sessions were held with six trainers and 24 units identified. Louisiana continued to move forward with training to include additional tools to be created with the assistance of the Capacity Building Center to successfully implement the CWADM model.

Through collaboration with the Court Improvement Program, child welfare and legal stakeholders, model bench cards, court documents, court orders, and alternatives to removal documents were created that aligned with the CWADM Model. Trainings were implemented for legal stakeholders on the identification of safety threats, child vulnerabilities, and parental protective capacities. The trainings reinforce safety and risk principles and supports for timely permanence. The CIP provided the following CWADM trainings to legal stakeholders: (1) Fundamentals of Child Welfare Training; (2) Culture S.M.A.R.T. Training; (3) Safety: Continuous Quality Assessment in Child Welfare Cases through Child Assessment & Decision-Making Training; (4) Court Simulation Training;

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(5) State in the Interest Of Training;(6) and CINC Benchbook: Introduction and Overview for Legal and Child Welfare Stakeholders Training.

The DCFS continued to monitor the quality of assessments and decision-making, measure compliance and adherence to policy requirements through the CWADM Case Review process. Quarterly reviews were conducted to identify performance trends, areas the CWADM model is succeeding and areas that need improvement. Reports regarding the findings were distributed to State Office Management and Program Leads, State Level CQI and CIP, and to Regional Management. Programmatic meetings were held the following month after the quarterly review with State Office program leads, the CQI team, and Regional Program Specialists to discuss findings, plan for the exit with the Child Welfare (CW) field staff, and to discuss any program needs. The feedback loop process was completed with exit meetings with CW field staff to discuss findings and plans for improvement.

In FFY 2021-2022 findings from the case reviews were shared at the Quarterly program meetings held on May 25, 2021 (Q7), August 25, 2021 (Q8), November 30, 2021 (Q9), and March 7, 2022 (Q10). The information was shared with the regions at the Regional exit meetings scheduled throughout the state in October 2021 and April 2022.

**Child Protective Service Reviews:** During FFY 2021-2022, Child Welfare Consultants continued to conduct CWADM reviews. Cases selected for the CPS review were reviewed for only CPS cases that occurred during the Period Under Review. In Quarter 7, a total 41 CPS case reviews were completed and 37 for Quarter 8. Cases reviewed in Quarters 9 and 10 were 27 CPS cases and 21 cases, respectively. Child Protective Service data from areas identified as needing support are included below.

CWADM CPS CASE REVIEW DATA							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
Review Period	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022	July 1, 2022 – Sept 30, 2022
Period Under Review	Jan 22, 2020-March 31, 2020	Oct 1, 2020—June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
Information Gathering - Collateral Interview	46.3	43.2	33.3	23.8			
Assessment of Adult Functioning	31.7	32.4	29.6	23.8			
Safety Assessments	46.3	45.9	40.7	52.4			
Risk Assessments	53.7	40.5	51.9	52.4			

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Results of the CPS reviews indicate the areas that have consistently shown to have the most need for support include the information gathering related to collateral interviews, the assessment of Adult Functioning and assessment of caretaker protective capacities. Information gathering in CPS Investigations declined in all four report quarters, beginning at 46.3% in Quarter 7 down to 23.6% in Q10. In the area of Adult Functioning, the state maintained a downward trend ending with 23.8% in Q10. Safety Assessments were another CWADM model area where the state experienced steady declines through Q9; however, there was an improvement of 11.7% when the rating increased to 52.4% in Q10. Although there was a decrease in the ratings for Risk Assessments from 53.7% in Q7 to 40.5% in Q8, the state’s performance has improved with 51.9% and 52.4% in Quarters 9 and 10.

Overall, the reviews yielded indicators that areas consistently shown to have the most need for support were information gathering related to collateral interviews, the assessment of Adult Functioning and assessment of caretaker protective capacities (CPC).

**Family Service Case Reviews:** During the FFY 2021-2022, Child Welfare Consultants reviewed 24 Family Service cases in Quarter 7 as well as Quarter 8. A total of 23 FS cases were reviewed in Quarter 9 and 15 in Quarter 10. In FS, the areas of lowest performance include holding timely and quality Transfer Staffings, completion of timely and accurate Ongoing Safety Assessments and Risk Assessments. Family Service data from areas of assessment are included in the chart below.

CWADM FS CASE REVIEW DATA							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
Review Period	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 - March 31, 2022	April 1, 2022 - June 30, 2022	July 1, 2022 - Sept 30, 2022
Period Under Review	Jan 22, 2020-March 31, 2020	Oct 1, 2020—June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 - March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
Timely/Quality Transfer Staffings	33.9	37.5	39.1	26.7			
Ongoing Safety Assessments	33.3	25	22.7	40			
Risk Assessments	53.7	16.7	39.1	26.7			

Louisiana made continued progress in the area of conducting timely and quality Case Transfer Staffings from Quarter 7 through Quarter 9 of the reporting periods. The state began with a rating of 33.9% in Q7 then continued with a 3.6% increase in Reporting Period 8. A slight increase occurred in Q10 (39.1%) before declining to 26.7% in Q10.

The state experienced a fluctuation in the progress of ongoing Safety Assessments in FS cases. In Q7 the rating was 33.3% before slipping to 25 % and 22.7% in Q8 and Q9, respectively. The rating rebound to 40% in Q10.

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Completing timely and accurate ongoing Risk Assessments in FS cases remains a challenge for the state. The highest rating in this area was in Q7 at 53.7%. The rating slipped to 16.7% in Q8. A 22.4% increase occurred in Q9 at 39.1% before falling in Q10 to 26.7%.

**Foster Care Case Reviews:** The Foster Care program utilized the CWADM model to reinforce the vision of safety focused assessments. Case plans were developed to address threats of danger, building protective capacities, and enhancing risk assessments. This led to emphasizing the effectiveness of assessing and addressing risk to reduce repeat maltreatment and aligning the safety analysis component with our revised safety assessment model in information gathering. During FFY 2021-2022, 29 Foster Care cases were reviewed in Q7 and 26 cases in Q8. A total of 40 cases were reviewed in Q9 (25) and Quarter 10 (15). Foster Care data from areas of assessment are included below.

CWADM FOSTER CARE CASE REVIEW DATA							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
Review Period	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022	July 1, 2022 – Sept 30, 2022
Period Under Review	Jan 22, 2020- March 31, 2020	Oct 1, 2020— June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
Transfer Staffings	37.9	40	16	20			
Conditions for Return	41.4	44	24	46.7			
Risk Assessments	20.7	46.2	48	40			

In Foster Care, the areas that seemed to be the biggest challenge statewide across review periods included holding timely and quality Transfer Staffings, development of sufficient Conditions for Return, and completing timely and accurate ongoing Risk Assessments.

The quality and timeliness of conducting staffings for case transfer is also a challenge for Louisiana in cases moving from investigations to Foster Care. Ratings fluctuated in the reporting periods beginning with 37.9% in Q7 then slightly declining to 40% in Q8. In Q9, there was a significant decline to 16% with a 4% increase to 20% in Q10.

In Q7 the rating for the development of sufficient Conditions for Returning home was 41.4%. There was a slight gain in Q8 at 44% before the state experienced a 20% decline in Q9. The rating rebound to 46.7% in Q10.

Rating for completing timely and accurate ongoing Risk Assessments was also unstable. The lowest rating was 20% in Q7. Louisiana experienced a significant increase of 25.5% in Q9 with a rating of 46.2%. A slight rating increase occurred in Q9 at 48% before moving down to 40%.

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**Case Review/Consultations:** CWADM case consultations were conducted monthly in FFY 2022 to reinforce the CWADM model. This is an ongoing consultation and support process. Cases were first reviewed and rated on the sufficiency of information contained in the case record at the time of the review. The Regional Program Specialist (RPS) conducted a consultation style staffing with the caseworker and case supervisor to provide feedback and to offer suggestions. The consultations are educational based and supportive.

For assessment of adequate practice, continued support and development of staff, these reports were provided quarterly to CW program staff and Regional management for review. Quarterly reporting and review periods were conducted to identify performance trends, success and areas that need improvement using the CWADM model.

CWADM Consultations- Statewide							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
Review Period	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022	July 1, 2022 – Sept 30, 2022
Period Under Review	Jan 22, 2020- March 31, 2020	Oct 1, 2020— June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
Number of Consultations	46	136	123	120			

CWADM CPS Reviews/Consultations - Statewide Data Findings							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
Review Period	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022	July 1, 2022 – Sept 30, 2022
Period Under Review	Jan 22, 2020- March 31, 2020	Oct 1, 2020— June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
Gathering Information	71.2	65.4%	52.8%	55.8%			
Safety Assessments	74.6%	76.5%	69.1%	63.3%			
Risk Assessments	77.4	74.3	65.9	55.8			
Safety Planning	83.6	82.4	81.3	85			
Case Planning	79.3%	81.6	67.9	38.3%			

In Case Review/ Consultations, Louisiana experienced fluctuating ratings in the area of Information Gathering. In Q7, the state had its highest rating of 71.2% before experiencing

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a decline to 65.4% in Q8. The rating continued to drop in Q9 at 52.8% before improving to 55.8% in Q10. Areas to provide focus continue to include trends:

- Not interviewing all involved parties
- AFF lacked information
- Lacked interview with required collateral

The timely and accurate completion of Safety Assessments was rated at 74.6% in Q7. The state made progress in Q8 with the rating rising to 76.5%. However, a significant decline occurred in Q9 when the rating slipped to 69.1% and further declined to 63.3% in Q10. Areas to provide focus continued to include the following:

- Form 5 not completed timely or correctly
- Not all caregivers assessed
- Case documentation and decisions do not support current safety decision

The highest rating for timely and accurate completion of Risk Assessments occurred in Q7 with a rating of 77.4%. However, ratings have continued to decline each subsequent quarter. The rating was 74.3% in Q8 before slipping to 65.9% in Q9 and finally to 55.8% in Q10. Areas to provide focus are as follows:

- Completed incorrectly
- Not completed timely
- Recommendations not followed

The state has experienced its highest and most stable ratings in the area of Safety Planning. Ratings all 4 periods in this report have remained in the 80 percentile. In Q7 the rating was 83.6% before slipping slightly to 82.4% in Q8. There was another slight decline to 81.3% in Q9 before rebounding to the State's highest rating of 85% in Q10. Areas to provide focus include the following:

- Safety plans developed with promissory statements
- Cases not transferred to FS timely after plan developed
- No follow-up after plan developed

Ratings for the development of Case Plans that address issues affecting safety and risk, and or the reason for involvement varied during the reporting periods. The rating was 79.3% in Q7 and improved to 81.76% in Q8. The State experienced a decline in Q9 when the rating slipped to 67.9% and significant decline to 38.3% in Q10. Area to provide focus were as follows:

- Safety and Risk Assessment information not used to develop case plan
- Case plan progress not reviewed
- Referrals for services not connected to reason for agency involvement

**QUALITY ASSESSMENT Update FFY 2023:** The DCFS hired a Child Welfare Consultant in June 2022 to oversee Phase Two of CWADM implementation, which includes In-Home Safety Planning training, the CWADM Refresher program (virtual and simulation), followed by Supervisory Coaching developed in partnership with the Capacity Building Center for States.

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The initial CWADM training occurred virtually, during the pandemic and continues to be taught in New Worker Orientation. Phase Two of CWADM serves as an opportunity to ensure staff are supported in understanding and implementing the CWADM practice throughout all programs.

Phase two includes a two part In-Home Safety Planning course required for all Child Welfare staff (workers, supervisors, and managers) in CPS, FS, FC, AD, HD and EFC. Part one is a three-hour in person training, and requires successful completion of a safety plan from an assigned case scenario. Staff requiring additional support after completion of the safety plan participates in a coaching session to support their skill development and successful completion of the course. Part two is completed three months after Part one, requiring staff to demonstrate the ability to successfully complete a safety plan on a new case scenario. Coaching is offered to assist staff in successful completion of the course, if needed.

CWADM Refresher Virtual Courses are required for all CPS and FS workers, supervisors and managers. These courses require staff to demonstrate application of course content to complete a pre-investigative plan and gather sufficient relevant information for decision-making. The CWADM Refresher courses are as follows: CWADM Refresher 1: *The Impact of Case History on Decision Making*- is designed to help reinforce how case history leads to learning of the family dynamics and how it impacts decision-making. CWADM Refresher 2: *Information Gathering*, is designed to assist in understanding the importance of gathering information from collaterals, victims, caregivers and support systems and other sources to make sufficient safety and risk decisions in child welfare cases.

Following completion of the CWADM Refresher courses, CPS supervisors and managers are required to complete an in-person CWADM Refresher Simulation course, where they are expected to simulate four different CPS staffings (Investigative Plan Staffing, Safety Plan staffing, Validity staffing and Risk Assessment Staffing) using the skills learned in the CWADM refresher trainings and coaching sessions. Feedback from the Refresher courses and Simulations is shared with Management in each region to assist in determining where continued development is needed.

CWADM Coaching is being offered to CPS and FS Supervisors after completion of the two online CWADM Refresher courses to support supervisors in the application of their learning in their day-to-day practice. The coaching is designed to target areas of safety practice showing the lowest ratings throughout CWADM case reviews. The supervisory coaching pairs a Child Welfare Consultant with a supervisor two times a month for three months. The coaches work alongside the supervisor and provide support, while implementing CWADM with their current cases in their day-to-day practice. The first coaching module is on The Impact of Case History on Decision Making; module two is on Information Gathering, knowing what questions to ask and which collaterals to interview; the third module is on How to Complete a Thorough Assessment of Family Functioning. Coaches are provided the scores and outcomes of their Supervisors performance in the Refresher courses. Feedback from the first group of coaches and supervisors is obtained to assess the effectiveness of the coaching modules and determine if any adjustments are

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needed before rolling out the phased coaching plan. Community of Practice calls have been incorporated into the implementation of the coaching to obtain feedback from the coaches for continuous improvement of CWADM coaching. These calls are held monthly to ensure necessary adjustments are made.

To prepare for the coaching sessions, the DCFS trained twelve Child Welfare Consultants in February and early March 2023. The consultants attended a training on Coaching in Child Welfare, offered by the Capacity Building Center for States, and also received training on the content of the three coaching modules that are covered with their assigned supervisor.

The remaining twelve consultants received the same trainings in May to begin coaching in June. The DCFS is conducting a staged implementation, rolling out to one or two regions a month (depending on size). Coaching began for the Monroe and Alexandria Regions in March 2023 and was completed in May 2023 with a gradual rollout of regions through 2024. See chart in the Planned Activities section for details of trainings.

The rollout of the Phase 2 of trainings that have occurred/are occurring through May 2023 are below:

<b>REGION</b>	<b>In Home Safety Plan, Part 1 (In person)</b>	<b>CWADM REFRESHER 1 Impact of Case History on Decision Making (Virtual)</b>	<b>CWADM REFRESHER 2 Information Gathering (Virtual)</b>	<b>Supervisor Coaching in person (3 modules/ 1 module per month)</b>	<b>In Home Safety Plan Part 2 (Virtual)</b>
Lafayette	Pilot June- October 2022				
Monroe	November 2022	November 2022	November 2022	March-May 2023	February 2023
Alexandria	January 2023	January 2023	January 2023	March-May 2023	April 2023
Lake Charles	February 2023	February 2023	February 2023		May 2023
Shreveport	March 2023	March 2023	March 2023		
Covington	April 2023	April 2023	April 2023		
Thibodaux	May 2023	May 2023	May 2023		

In addition to the CWADM trainings, the DCFS developed several tools to be used by the field staff to reinforce CWADM practice. The CWADM Worker Competencies, is a one-page desk guide for supervisors and workers to utilize in the field. The Collateral Desk Guide was developed to identify the types of collaterals and contains guided questions to ask during investigations in order to gather good assessment information.

The DCFS continued to monitor the quality of assessments and decision-making and measured compliance and adherence to policy requirements using the CWADM Case Review process through September 2022. Quarterly reviews were conducted to identify performance trends, areas the CWADM model is succeeding and areas that need improvement. Reports regarding the findings were distributed to State Office Management and Program Leads, State Level CQI and CIP, and to Regional Management. Programmatic meetings were held the following month after the quarterly review with State Office

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program leads, the CQI team, and Regional Program Specialists to discuss findings, plan exit meetings with the Child Welfare (CW) field staff, and to discuss any program needs.

In FFY 2022-2023, findings from the case reviews were shared at the Quarterly program meeting held on June 29, 2022 (Q11). The information was shared with the regions through dissemination of the report to the regions. Through discussions at program meetings and exit meetings it was determined that a Phase Two of implementation was needed to reinforce the CWADM practices. Based on the data from the seven review periods, it was determined that there were three areas in each program that seemed to impact other areas of CWADM practice. Those areas were identified as identification of history and appropriate utilization of history information in the assessment process, gathering adequate information, and completing a thorough Assessment of Family Functioning. The decision was made to pause the CWADM reviews while work was completed on the CWADM Phase Two implementation.

Development has begun of a case review instrument that focuses on the Phase Two identified areas to determine if implementation positively impacted the practice in those areas. These outcome reviews are planned to occur one month post completion of Phase Two CWADM Coaching with the first set of reviews for the Monroe and Alexandria area to occur in June 2023 and quarterly thereafter.

**Child Protective Service Reviews:** During FFY 2022-2023, Child Welfare Consultants continued to conduct CWADM reviews through September 2022. Cases selected for the CPS review were reviewed for CPS cases only that occurred during the Period Under Review. In Quarter 11, a total 22 CPS case reviews were completed. In Quarter 12, a total of 19 CPS case reviews were completed. In Quarter 13, a total of 13 case reviews were completed. Child Protective Service data from areas identified as continuing to need support are included below:

CWADM CPS CASE REVIEW DATA							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
<b>Review Period</b>	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022	July 1, 2022 – Sept 30, 2022
<b>Period Under Review</b>	Jan 22, 2020-March 31, 2020	Oct 1, 2020—June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
<b>Information Gathering - Collateral Interview</b>	46.3	43.2	33.3	23.8	27.3	15.8	37.5
<b>Assessment of Adult Functioning</b>	31.7	32.4	29.6	23.8	31.8	21.2	25
<b>Safety Assessments- CPCs</b>	46.3	45.9	40.7	52.4	36.4	26.3	62.5
<b>Risk Assessments</b>	53.7	40.5	51.9	52.4	31.8	26.3	26.7

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Results of the CPS reviews indicate the areas that have consistently shown to have the most need for support include the information gathering related to collateral interviews, the assessment of Adult Functioning and assessment of caretaker protective capacities. Information Gathering related to collateral information continued to be an area where the lowest performance was identified and continued to see a decline across Quarters 11 and 12 with a slight increase in Quarter 13. In the area of Adult Functioning, the state continued to maintain a percentage between the low 20s and low 30s. Safety Assessments specifically related to the assessment of the caretaker protective capacities continued to be an area of struggle for the state across Quarter 11 and Quarter 12; however in Quarter 13, there was a sharp increase to 62.5% in the strength rating. Risk assessment saw a large decline from 52.4% in Q10 to 31.8% in Q11. The state continued with a decline in Q12 and Q13 at 26.3% and 26.7% respectively.

Based on an assessment of the seven review periods, the overall areas that continued to show a need for support were the areas of information gathering specific to assessing and addressing history of the family, adequate gathering of information from collaterals, and gathering adequate information for a comprehensive overall assessment of adult functioning.

**Family Service Case Reviews:** During the FFY 2021-2022, Child Welfare Consultants reviewed fifteen Family Service cases in Q11, fourteen Family Services cases in Q12, and twelve Family Services cases in Q13. Family Services experienced low performance in Q12 on timely and quality Transfer Staffings. FS experienced an increase in both timely and accurate Ongoing Safety Assessments and Risk Assessments in Quarter 13. Family Service data from areas of assessment are included in the chart below:

CWADM FS CASE REVIEW DATA							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
Review Period	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 - March 31, 2022	April 1, 2022 - June 30, 2022	July 1, 2022 - Sept 30, 2022
Period Under Review	Jan 22, 2020-March 31, 2020	Oct 1, 2020—June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 - March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
Timely/Quality Transfer Staffings	33.3	37.5	39.1	26.7	40	14.3	33.3
Ongoing Safety Assessments	33.3	16.7	22.7	26.7	26.7	35.7	63.6
Risk Assessments	37.5	16.7	39.1	26.7	40	28.6	58.3

Louisiana made progress in the area of conducting timely and quality Case Transfer Staffings in Quarter 11 with the highest strength rating seen during the seven review cycles at 40%; however, Quarter 12 saw a sharp decrease to the lowest percentage seen during the seven

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quarters at 14.3%. In Quarter 13 there was an increase to 33.3% which is close to an average of what was seen across the 7 review periods.

The state continued to experience a fluctuation in the progress of ongoing Safety Assessments in FS cases across the seven quarters. In Quarter 11, the 26.7% rating was maintained from Quarter 10. There was a slight increase to 35.7% in Quarter 12 and then a sharp increase to 63.6% in Q13.

Completing timely and accurate ongoing Risk Assessments in FS cases saw an increase in Quarter 12 at 40% with a decrease to 28.6% in Quarter 12. In Quarter 13, the state saw the highest rating for Risk Assessments at 58.3%.

**Foster Care Case Reviews:** The Foster Care program continued to utilize the CWADM model to reinforce the vision of safety focused assessments. Emphasis was placed on developing case plans that addressed threats of danger, built protective capacities, and enhanced risk assessments. Continued effort was placed on highlighting the effectiveness of assessing and addressing risk to reduce repeat maltreatment. Through the CWADM model emphasis is placed on the importance of information gathering and aligning the safety analysis component to inform a comprehensive assessment and a case plan that addresses the threats and mitigates the risk. During FFY 2022-2023, fourteen Foster Care cases were reviewed in Q11, fifteen cases in Q12, and ten cases in Q13. Foster Care data from areas of assessment are included below:

CWADM FOSTER CARE CASE REVIEW DATA							
	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12	Reporting Period 13
<b>Review Period</b>	Nov 30, 2020- March 31, 2021	April 1, 2021- June 30, 2021	July 1, 2021- Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022	July 1, 2022 – Sept 30, 2022
<b>Period Under Review</b>	Jan 22, 2020- March 31, 2020	Oct 1, 2020— June 30, 2021	Jan 1, 2021- Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022	Jan 1, 2022- Sept 30, 2022
<b>Transfer Staffings</b>	37.9	40	16	20	57.1	33.3	30
<b>Conditions for Return</b>	41.4	44	24	46.7	50	66.7	60
<b>Risk Assessments</b>	20.7	46.2	48	40	42.9	66.7	40

In Foster Care, the areas that seemed to be the biggest challenge statewide across review periods holding timely and quality Transfer Staffings. Two areas of focus, development of sufficient Conditions for Return and completing timely and accurate risk assessments saw improvement from the initial review periods.

Louisiana continued to see difficulty in ensuring quality and timely case transfer from investigations to Foster Care. In Quarter 11, Louisiana saw a sharp increase in the

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percentage to 57.1%; however, the percentages of timely and quality transfer staffings dipped again to 33.3% and 30% in Quarters 12 and 13.

Conditions for return is an area that saw improvement and maintenance of that improvement over Quarters 11, 12, and 13. In Q11, Louisiana saw a 50% strength rating in cases where Conditions for Return were identified early on in the case and were connected to the reasons for agency involvement and identified threats. There was another increase to 66.7% in Quarter 12 with only a slight decrease to 60% in Quarter 13.

Rating for completing timely and accurate ongoing Risk Assessments continued to see vacillating numbers. In Quarter 11, there was a slight increase to 42.9% up just a few percentage points from Quarter 10. In Quarter 11, Louisiana saw a 24% increase to 66.7%; however, experience a 26% decrease in Quarter 13 to 40%.

**Case Review/Consultations:** CWADM case consultations were conducted monthly in FFY 2022 to reinforce the CWADM model. This was an ongoing consultation and support process until the end of Q12. Cases were first reviewed and rated on the sufficiency of information contained in the case record at the time of the review. The Regional Program Specialist (RPS) conducted a consultation style staffing with the caseworker and case supervisor to provide feedback and to offer suggestions. The consultations are educational based and supportive allowing for a transfer of knowledge.

For assessment of adequate practice, continued support and development of staff, these reports were provided quarterly to CW program staff and Regional management for review. Quarterly reporting and review periods were conducted to identify performance trends, success and areas that need improvement using the CWADM model.

	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12
Review Period	Nov 30, 2020-March 31, 2021	April 1, 2021-June 30, 2021	July 1, 2021-Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022
Period Under Review	Jan 22, 2020-March 31, 2020	Oct 1, 2020—June 30, 2021	Jan 1, 2021-Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022
Number of Consultations	146	136	123	120	125	140

	Reporting Period 7	Reporting Period 8	Reporting Period 9	Reporting Period 10	Reporting Period 11	Reporting Period 12
Review Period	Nov 30, 2020-March 31, 2021	April 1, 2021-June 30, 2021	July 1, 2021-Sept 30, 2021	Oct 1, 2021 - Dec 31, 2021	Jan 1, 2022 – March 31, 2022	April 1, 2022 – June 30, 2022
Period Under Review	Jan 22, 2020-March 31, 2021	Oct 1, 2020—June 30, 2021	Jan 1, 2021-Sept 30, 2021	April 1, 2021- Dec 31, 2021	July 1, 2021 – March 31, 2022	Oct 1, 2021 - June 30, 2022
Gathering Information	71.2%	65.4%	52.8%	43.3%	41.6%	38.6%
Safety Assessments	74.7%	76.5%	69.1%	63.3%	61.6%	69.3%
Risk Assessments	77.4%	74.3%	65.9%	55.8%	59.2%	60%

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<b>Safety Planning</b>	83.6%	82.4%	81.3%	85%	86.4%	88.6%
<b>Case Planning</b>	84.4%	81.6%	67.9%	55.4%	48.8%	47.4%

In Case Review/Consultations, Louisiana experienced fluctuating ratings in the area of Information Gathering. The rating in this area continued to drop in Q9 at 52.8%, Q10 at 43.3%, and Q11 at 41.6%, and declining to 38.6% in Q12. Areas to provide focus continue to include trends:

- Not interviewing all involved parties
- AFF lacked information
- Lacked interview with required collateral
- Not reviewing and using history to make informed decisions

The timely and accurate completion of Safety Assessments saw a significant decline in Q9 when the rating slipped to 69.1% and further declined to 63.3% in Q10 and 61.6% in Q11. In Q12, there was an increase to 69.3%. Areas to provide focus continued to include the following:

- Form 5 not completed timely or correctly
- Not all caregivers assessed
- Case documentation and decisions do not support current safety decision

Timely and accurate completion of Risk Assessments saw a continued decline from 65.9% in Q9, 55.8% in Q10, and 59.2% in Q11. In Q12, there was a slight increase to 60%. Areas to provide focus are as follows:

- Risk Assessment Tool completed incorrectly
- Risk Assessment Tool not completed timely
- Recommendations from the Risk Assessment Tool not followed

The state has experienced its highest and most stable ratings in the area of Safety Planning. Ratings have remained in the 80<sup>th</sup> percentile. There was a slight decline to 81.3% in Q9 before rebounding to 85% in Q10. Q11 continued to increase to 86.4%, and again to the State's highest rating of 88.6% in Q12. Areas to provide focus include the following:

- Safety plans developed with promissory statements
- Cases not transferred to FS timely after plan developed
- No follow-up after plan developed

Ratings for the development of Case Plans that address issues affecting safety and risk, and or the reason for involvement varied during the reporting periods. The State experienced a significant decline in Q9 when the rating slipped to 67.9% and again in Q10 at 55.4%. This area continued to decline with 48.8% in Q11 and 47.4% in Q12. It should be noted that this data reflects only the applicable cases from the review period. This is the only area that every case may not have been in need of a case plan. Area to provide focus were as follows:

- Safety and Risk Assessment information not used to develop case plan
- Case plan progress not reviewed

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- Referrals for services not connected to reason for agency involvement

**WORKFORCE DEVELOPMENT:** The Job-Redesign has been implemented in each of the three pilot parishes (East Baton Rouge, Lafayette, and Calcasieu Parishes). The DCFS Engagement Workgroup held an initial planning meeting on July 23, 2019 to discuss the training curriculum. The team has completed the final drafts of the client visitation forms to ensure the forms align with CFSR documentation and promote critical thinking by users. Throughout FFY 2020, there was continuous support for the project fidelity.

The following activities occurred: The supports included SWAT teams, team building trainings, Community of Practice calls, Visions in Voices (refresher and peer learning opportunity regarding job redesign) and project news and trends.

SWAT Teams: The SWAT Teams are a team of Specialists and trainers who provide a modified training support to staff joining the workforce implementation and unable to go through the traditional training processes (usually after turnover). This occurs when there is an employee separation which results in a new team member coming aboard and need a quick training support.

Vision and Voices Tour: During the Vision and Voices Tour, discussions centered on the vision of the job redesign of each program and the structure of the job redesign. Staff provided feedback on the pros and cons and explored the overall needs for the successful outcomes of the job redesign. The Visions and Voices tours occurred in May 2020 and November 2020. Documentation of steps for QIC-WC diaries (successes and challenges) occurred to create a narrative of the process.

Community of Practice Calls: Calls occurred amongst Managers/Supervisors, Prevention Team caseworkers, Permanency Team Caseworkers and Team Specialists to support a community of coordinated practice in the job redesign throughout the pilot parishes. (East Baton Rouge, Lafayette and Calcasieu).

COVID Surveys: On May 7, 2020, the QIC-WD collected baseline data from caseworkers, supervisors, and Child Welfare Team Specialists via an electronic survey. The surveys covered a variety of factors shown in previous research to influence retention, such as individual characteristics, job engagement, job satisfaction, stress, burnout, and perceptions of work-life balance, supervisory and organizational support. Supplemental questions were added focused on the move to virtual work in response to Covid-19. Surveys were distributed to caseworkers and supervisors in the experimental and comparison parishes and Child Welfare Team Specialists in the experimental region. Response rates were high for all three groups: 80.2 % for caseworkers, 89% for supervisors and 100% for Child welfare Team Specialists. Preliminary analyses of questions related to virtual work showed that the communication between workers and supervisors, critical to the job redesign and teaming model, was maintained despite the move to virtual work.

Newsletters: The QIC-WD Newsletter was designed to market the project, provide information regarding the value the project would bring to practice, potential outcomes, and the importance

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of practice fidelity. The newsletter serves as a creative method of communication since the restrictions of the Corona Virus -19 placed limitations of travel to offices.

Case Record Reviews: June 1, 2020- Case record reviews serves to assess the quality of practice in the Job Redesign by the experimental parishes. The baseline surveys were conducted by reviewing case records for Child Protection Services, Family Services and Foster Care, prior to the Job Redesign with the same review instrument. The instruments continued use to review case records that began during the Job redesign. The goal is to determine if there is significant difference in the quality of documentation in the cases. Twelve (12) case records are reviewed each quarter, six from the Prevention program, and six from the control parishes randomly pulled from the Experimental Implementation parishes (East Baton Rouge, Lafayette and Calcasieu).

Time Study: July 11, 2020 - Conducted in the experimental implementation parishes and seven (7) controlled parishes (Caddo, Ouachita, Rapides, St. Tammany, West Jefferson, Lafourche and Terrebonne). Time studies conducted in July 2020 offered further evidence of model fidelity showing that increases in time spent by caseworkers on clinical duties and decreases in time spent on administrative duties were maintained from levels observed prior to the pandemic. Additional analyses are underway focused on the baseline data, another round of time study data and indicators of practice change captured in case reviews and agency administrative data. The results revealed a small increase in the clinical work with families of the experimental parishes then that of the controlled parishes.

Time Study: October 2020 time study scheduled, but tentative plan for a time study postponed due to Hurricane Preparedness and the aftermath of consecutive hurricanes in the experimental and controlled areas as well as the continued challenges due to the pandemic. This time study was conducted on January 11, 2021 through January 22, 2021. The results of this time study is pending. The results will become part of the full workforce development project's evaluation, which will compare the time spent in the Job Redesign by the experimental parishes (East Baton Rouge, Lafayette and Calcasieu) versus the time spent in the controlled parishes (Caddo, Ouachita, Rapides, St. Tammany, West Jefferson, Lafourche and Terrebonne) conducting clinical work with families verses professional administrative functions.

The timeline for the Case Record Reviews to obtain baseline data to compare to the Experimental Implementation parish is evidenced in the chart below. Twelve cases were pulled from Web Focus per quarter for all programs across the implementation regions while phasing in the implementation of Groups 1, 2 and 3 were distinguished by their implementation period and included 2-3 units from Calcasieu, Lafayette and East Baton Rouge Parish. The first group was implemented June 2019, the second group was implemented in November 2019 and the third group was implemented in February 2020. The following are the identified Periods Under Review and Groups 1, 2 and 3 implementation dates:

<b>Period Under Review</b>
June 1, 2018 – August 31, 2018
September 1, 2018 – November 30, 2018
December 1, 2018 – February 28, 2019
March 1, 2019 – May 31, 2019

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June 1, 2019 – August 31, 2019
<b>Group 1 Starts</b>
September 1, 2019 – November 20, 2019
December 1, 2019 – February 29, 2020
<b>Group 2 Starts</b>
March 1, 2020 – May 31, 2020
<b>Group 3 Starts</b>
June 1, 2020 – August 31, 2020
September 1, 2020 – November 20, 2020
December 1, 2020 – February 2, 2021
March 1, 2021 – May 31, 2021

*\*The Case Reviews begin the quarter following the Period under Review*

**Workforce Development Update FFY 2021:**

- Implementation of the Job Redesign and Teaming Structure Implementation of the QIC-WD Job Redesign was initiated on June 10, 2019 and completed on February 16, 2020, at which time all units in the three pilot parishes rolled out into the job redesign. Calcasieu, Lafayette and East Baton Rouge parishes began working in either Prevention or Permanency Teams. The Prevention Teams demonstrate engagement with families, preventive support services during CPS intervention, timely and urgent services are/will be provided to families during in-home services. On the Prevention Teams, the specialized caseworkers provide primary attention to parent services/supports and children/ caretakers supports/services. Both the Prevention and Permanency Teams incorporated the CWADM in practice to promote a healthy safety and risk assessment. The Job Redesign and administrative support provided by the newly created position – Team Specialists- allows caseworkers more time to engage with families to achieve optimal case outcomes. Achievable casework promotes increased job satisfaction.
- DCFS hired an onboarding Team Specialist. By February 2020, 24 Team Specialist were filled for full implementation. There has been frequent turnover in the Team Specialist role due to pay. As a result, the onboarding and training has been a continuous process.
- Team Building Trainings for management, supervisors, caseworkers and specialists began in April 2019 for all implementation rollouts. There were Team Building Trainings led by Patsy Wilkerson. Initially the Team Building Trainings were designed for all Managers and Supervisors for the Implementation rollouts #1, #2 and #3 prior to going live. The focus was on teaching the leaders how to form and maintain the teaming concepts and to maximize design performance. After full implementation, there were personality conflicts amongst unit members. In an effort to develop the full team, a new Team Building training was designed and involved each supervisor and his or her respective team. These trainings were implemented August 2020 through January 2021.
- Provided Prevention and Permanency Team unit trainings: All Trainings were conducted for the newly formed Prevention/Permanency teams (supervisors and their staff) prior to each rollout and “go-live” date.
- The agency continues to support the implementation/practice through community of practice meetings. Community of Practice calls amongst Managers/Supervisors, Prevention Team caseworkers, Permanency Team Caseworkers and Team Specialists

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- continues to support a community of coordinated practice in the Job Redesign throughout the pilot parishes. Community of Practice calls were implemented April 2019 and continues throughout the project. Community of Practice calls are held bi-weekly on Fridays with each group. The calls are designed to support a Community of coordinated Practice in the Job Redesign throughout the pilot parishes (East Baton Rouge, Lafayette and Calcasieu).
- The agency experienced delays due to COVID-19 and requested an extension to conduct surveys to monitor and evaluate practice planned surveys on March 23-29, 2020 to evaluate culture and climate, stress assessment, job satisfaction and retention in the DCFS. The Organizational Social Context Surveys were conducted electronically on May 11- June 1, 2020 as an alternative to office visits by the University of Nebraska-Lincoln workforce team. We are currently planning to conduct Time Study surveys which will be administered statewide electronically over a two-week period on July 6- July 17, 2020. We are conducting case record reviews according to an evaluation-designed tool that includes outcome measures expected by improving practice in the Job Redesign.
  - The DCFS developed practice guidance on conducting quality visits w/children and parents. The training draft was submitted in January 2020. The live trainings were implemented in the experimental pilot parishes (East Baton Rouge, Lafayette and Calcasieu) February 10, 2020-February 13, 2020. The implementation of quality visits would be effective in visitation documentation where Safety, Permanency and Well-being are documented. This documentation is studied in case record reviews of the experimental parishes through July 2020. On August 14, 2020, a memo was released mandating the remaining child welfare parishes and all frontline staff to complete the online virtual training by the November 30, 2020 deadline.

**Workforce Development Update FFY 2022:**

- The Child Welfare Job Redesign and Teaming Project was slated to end September of 2021. However, the Quality Improvement Center for Workforce Development requested and was approved a no-cost extension in an effort to continue the work and data collection on this project. This request was due to delays of completing evaluation in areas of the state that experienced damages caused by five hurricanes (two major) in 2020, followed by a major flood and hurricane in 2021. This resulted in the time study being delayed as the reliability of the results would have been different due to those stressors as many homes and offices were damaged. The state was hit hardest in Calcasieu and Lafayette parishes but suffered damage in many other parishes throughout the state. This required implementing support plans using neighboring parishes. Phase One and the first evaluations were scheduled for March 2020. However, due to COVID restrictions the evaluations were delayed. In the summer and fall of 2020, major natural disasters postponed the delivery as well as the response to the surveys. As spikes in COVID occurred, staff worked in crisis mode or with limited face-to-face contact. Surveys were conducted in a time period as close to a normal work structure as possible. As a new normal emerged, surveys were changed to an electronic format and then distributed virtually.
- Turnover continued to be a challenge for the team specialist positions. Turnover was highest in Calcasieu Parish due to the hurricane damage in their area. Lafayette Parish

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- had some turnover but they maintained strong fidelity to the model and bounced back well. East Baton Rouge Parish had some turnover but was able to continue their diligent work on very difficult cases.
- (East Baton Rouge, Lafayette and Calcasieu). Community of Practice calls were held bi-weekly on Fridays with each group. These meetings were ongoing until October 31, 2021.
  - The Implementation Team conducted another evaluation measure of the Job Redesign which included conducting case record reviews for the comparison of regions using the same case record review tool. The QIC-WD team case review started in August 2021 and was completed in May 2022. This data will be compared to data of the experimental parishes who practice in the original design without the support of a Team Specialist. Evaluation efforts were based on case records in the experimental parishes, which assess progress over time after the Job Redesign was fully implemented. The early findings show progressive improvement in the quality of work in the Prevention and Permanency teams. As part of the no-cost extension, the review will continue in an effort to provide data for further analysis to compare the control cases to that of the experimental parishes who practice in the original design without the support of a Team Specialist.
  - All staff completed the mandated training on Conducting Quality Visits with Children and Parents in the learning management system within the Child Welfare Academy. The training has become part of the six-month New Worker Orientation Training requirements.

Quality Improvement for Workforce Development Project Supports:

- To maintain the fidelity of the Job Redesign, the Regional Program Specialist serve in the function as a SWAT Team. In the SWAT Team's role, their function is to help train and provide practice to new staff joining the department and working with the experimental design. Community of Practice calls and Visions in Voices (refresher and peer learning opportunity regarding job redesign) have been ongoing. This has been available by zoom to reinforce the practice and project fidelity and to share project news and trends.
- COVID surveys and newsletters continued until October 30, 2021. The DCFS Workforce Development will continue with further evaluation of the project until August of 2022. The turnover rate increased tremendously with COVID-19 and the natural disasters of Louisiana as the turnover rate increased from 15.41% in 2020 to 23.07% in 2021. This impacted our entire field staff workforce. Louisiana Department of Children and Family Services petitioned Louisiana State Civil Services for a competitive entry pay rate and a retention premium pay rate. On Sept 29, 2021, a pay increase was awarded to frontline positions- those that assess safety, neglect, and go out to into the homes to complete investigations and assessments for our most vulnerable children and families. This will help Louisiana DCFS to remain competitive with the shifting workforce and the increased turnover due to noncompetitive wages and complexity of work.
- In support of Executive Order 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government" Louisiana DCFS hired a Diversity Equity and Inclusion (DEI) Director in August of 2021. The DCFS Child

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Welfare (CW) department added a DEI Manager in March of 2022. Under the direction of the Assistant Secretary, this new position began to explore and analyze the current DCFS policies, practices, and services to ensure all of child welfare encompass the values of DEI.

Preliminary Findings Update for Job Redesign

May 2020 Caseworker Survey

Initial surveys were distributed to caseworkers electronically in May of 2020. These surveys were planned for in-person administration in March 2020 at the beginning of full implementation of the project but were delayed to allow the workforce time to adjust to the move to virtual work in response to Covid 19. At the time that these surveys were distributed, the first rollout group had been working in the redesign model for approximately 11 months and had had approximately 8 months experience prior to the agency's move to virtual work in March 2020. Rollout two had been working in the new model for approximately 7 months, with about 4 months of experience prior to teleworking. Group 3 rolled out in February and had no real opportunity to become established. Because of this, the analysis focused on the scores from the first two roll out groups in the control parishes. All comparisons reported here are bivariate. As the analysis progresses, more complex patterns of relationships will be examined, and additional results will be reported for supervisors and Child Welfare Team Specialists. Analyses are also in progress of a follow-up survey administered in December 2021.

Findings to date

**Response Rate:** Responses were received from 78 of 97 caseworkers in the experimental group for a response rate of 80.4%. One hundred ninety-two of 255 comparison group caseworkers responded for a response rate of 75.3%<sup>1</sup>.

Short-term Outcomes:

Comparisons of Experimental Group Perceptions of Job Characteristics Before and After implementation of the Redesign

Worker perceptions of the elements of the job were assessed with the Work Design Questionnaire (WDQ) Morgeson and Humphrey (2006). The WDQ consists of 77 statements measuring 20 aspects of work in four second-order dimensions: knowledge characteristics, social characteristics, task characteristics, and work context. Prior to the rollout of the redesign, the WDQ was administered to a sample of parish offices across the state as part of the initial needs assessment. It was administered to the study parishes in May 2020 as part of the baseline survey. The initial survey included only two of the three experimental parishes and did not require respondents to provide identifying information. However, 28 caseworkers who voluntarily provided their agency ID codes in the 2018 survey were matched to their responses in the May 2020 survey. After Implementation of the redesign, these caseworkers rated their jobs significantly lower on three subtests on the knowledge characteristics dimension: job complexity ( $t=2.836$ ,  $df=25$ ,  $p<.01$ ), degree of

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specialization required ( $t=2.923$ ,  $df.=26$ ,  $p<.01$ ), and variety of skills needed ( $t=2.130$ ,  $df.=26$ ,  $p<.05$ ). Taken together these differences suggest that this group of caseworkers perceived their jobs to be more streamlined following redesign. They also rated the physical demands of the job lower after redesign ( $t=2.447$ ,  $df.=27$ ,  $p<.05$ ). Feedback from the Louisiana Steering Committee suggested that the physical demands on caseworkers were largely associated with transporting children and their belongings, tasks that were assigned to the Child Welfare Team Specialist under the job redesign. Differences on other aspects of the work did not reach statistical significance.

Comparisons of Experimental Rollouts 1 and 2 with the comparison group

Group differences were investigated for key variables expected to show proximal impacts of the job redesign. Statistically significant differences in the expected direction were noted for work stress, team cohesion and person-group fit. Stress was measured by the *Cohen Global Measure of Perceived Stress*. This consists of two 6-item scales; one measuring work related stress and one measuring personal stress. Personal stress did not differ between experimental and comparison groups. However, stress from work was lower for the experimental group than the comparison group and the difference was statistically significant ( $t=2.150$ ,  $df.=203$ ,  $p<.05$ ). Team cohesion was higher in the experimental group than the comparison group. The difference was statistically significant between the first two rollout groups and the comparison group ( $t=2.415$ ,  $df. = 211$ ,  $p<.05$ ) and workers in the first two rollout groups and perceived significantly greater fit with the group they worked with compared with workers in the comparison group ( $t=2.030$ ,  $df. = 198$ ,  $p<.05$ ).

Differences for work-life balance, role overload, role conflict, job satisfaction, intent to stay for 6 to 12 months, and intent to leave within 6 to 12 months did not reach statistical significance.

Perceptions of leader behavior were assessed with six sub-scales of the Managerial Practices Survey (Yukl, O'Donnell, and Taber, 2009). Experimental rollouts 1 and 2 rated their supervisors significantly higher than the comparison group on all six subscales: Envisioning Change ( $t=2.683$ ,  $df.=205$ ,  $p<.01$ ), Advocating Change ( $t=2.0562$ ,  $df.=205$ ,  $p<.05$ ), Encouraging innovation ( $t=2.280$ ,  $df.=206$ ,  $p<.05$ ), Delegating ( $t=2.821$ ,  $df.=205$ ,  $p<.01$ ), and Planning ( $t=2.920$ ,  $df.=206$ ,  $p<.01$ ).

Changes in Time Spent on Clinical Versus Administrative Duties

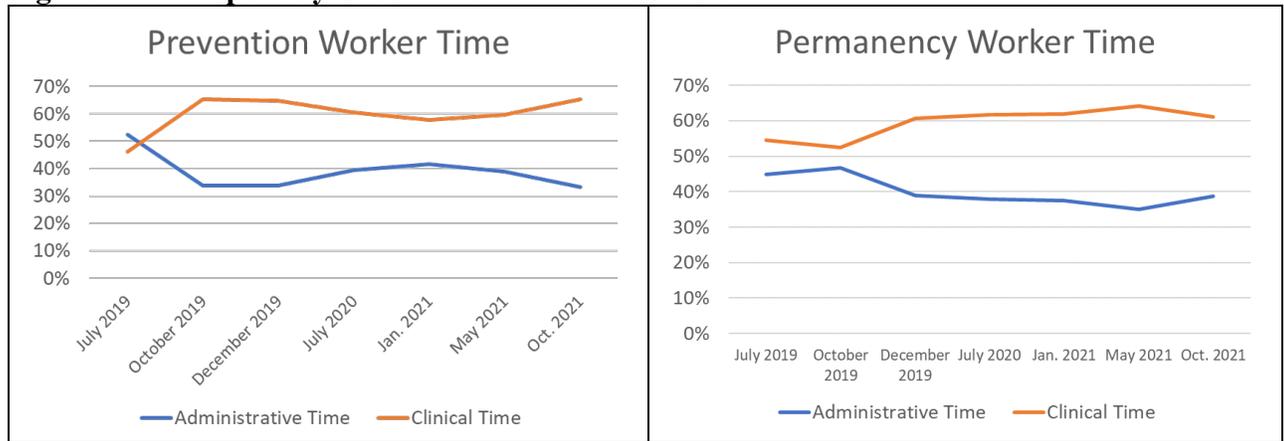
The proportion of time caseworkers spent on administrative aspects of the job (such as opening and closing cases in the data system, obtaining signed consents, making purchases for children, and archiving records) was expected to decrease as the new Child Welfare Team Specialist took on many of the administrative duties they were formerly responsible for. It was also hypothesized that time spent on clinical work with children and families (such as risk and safety assessments, case planning, and visitation) would increase. This was assessed through a series of time studies. For each time study, workers were asked to complete daily logs over a two-week period. Each day they indicated which tasks they completed and how much time each took. Results of these time studies are shown in figure 1. The initial time study was conducted shortly after the roll out of the first redesigned units in July 2019. Since then, six more rounds were conducted, continuing through full

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implementation (represented by the periods from July 2020 through October 2021). The blue lines on the graphs show the percentage of time spent on administrative tasks and the orange lines show the amount of time spent on clinical tasks. The results for the prevention team are shown on the left and the permanency team is on the right.

Response rates ranged from a high of 100% to a low of 66% in prevention units and 100% to 76% in permanency units. In both types of units, response rates were very high in the three time periods in 2019. Rates decreased slightly after the move to virtual work and electronic data collection in the July 2020 time period.

**Figure 1 Time Spent by Caseworkers on Clinical versus Administrative tasks**



As shown in Figure 1 there was an increase in the proportion of time spent on clinical activities after rollout of the redesign. These differences have been largely maintained despite the move to virtual work in March 2020 and two major hurricanes in 2021 that closed the Lake Charles office and displaced many staff members.

Case Practice Changes

The QIC-WD team hypothesized that spending more time on clinical work with families would result in positive changes in casework practices. This was assessed by conducting case reviews with review elements based on the outcomes expected to be influenced by the redesign. Cases for review were randomly selected within parameters designed to balance case type and parish. The design included twelve 3-month review periods, with twelve cases pulled for each period under review. Figures 2 and 3 show the percentage of times a practice element was judged to be adequate at baseline (shown by the blue bars) compared to during full project implementation shown by the green bars.

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**Figure 2: Key Practice Changes: Early Identification and Prevention**

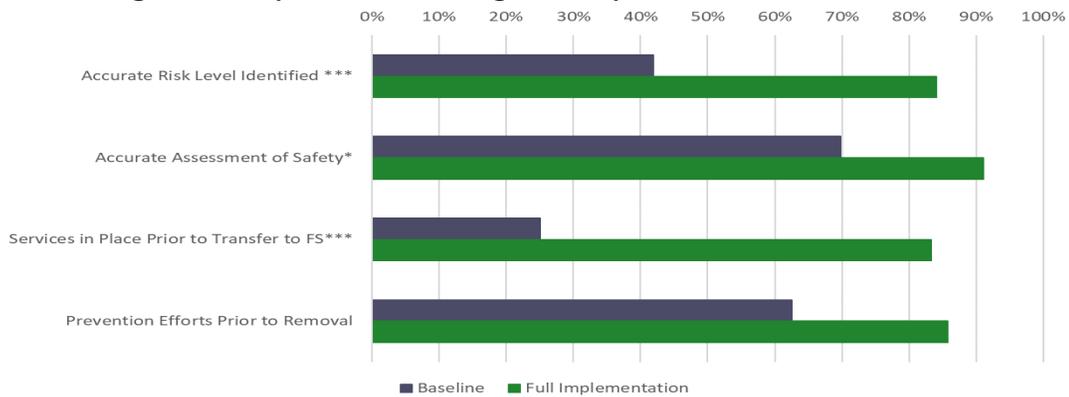


Figure 2 shows elements related to early identification of risk and safety concerns and earlier provision of services. A key goal of teaming investigations and family service workers in a combined prevention unit was improved performance on these elements, potentially reducing the need for children and families to progress to more intensive levels of service and making transitions more seamless when more intensive services were necessary. As shown in figure 2, the percentage of times these elements were judged to be adequately addressed increased for all four elements. These changes were statistically significant<sup>2</sup> for three of the four: accurate identification of risk level, accurate identification of safety threats, and putting services in place prior to transfer from investigations to in-home family services.

**Figure 3: Key Practice Changes: Improved Provision of Permanency Services**

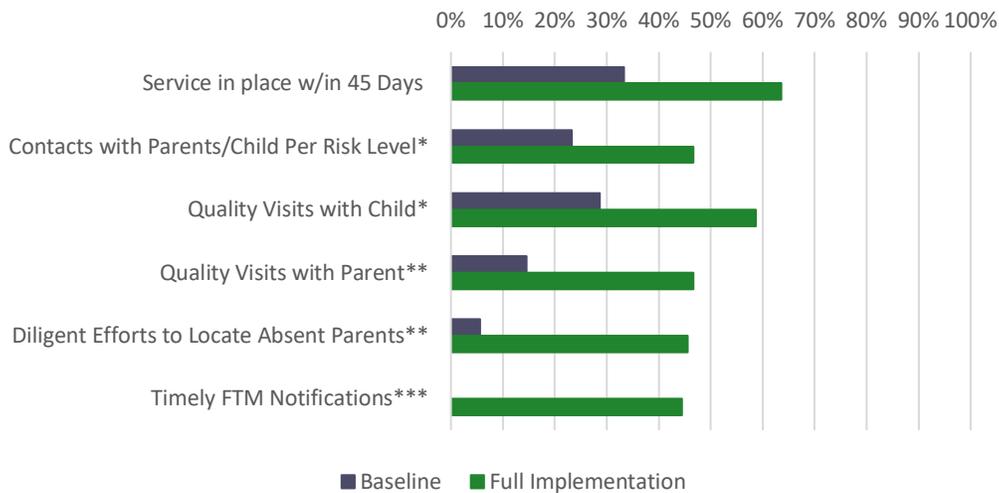


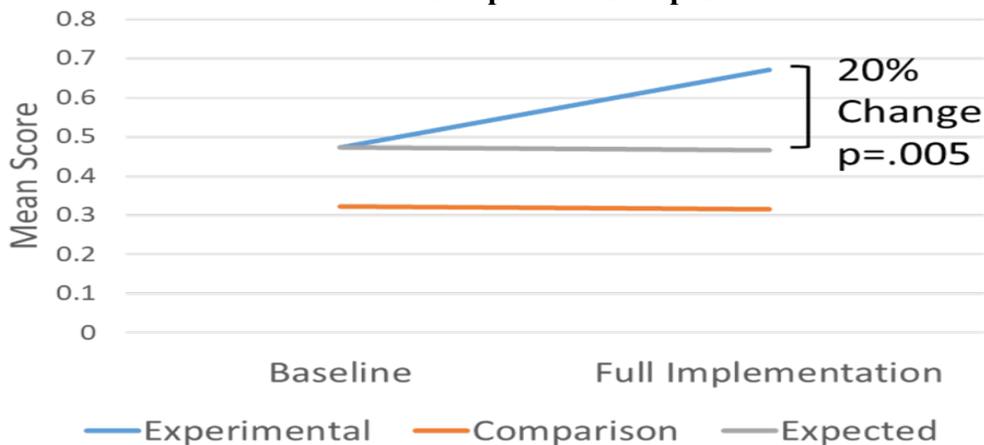
Figure 3 shows improvements in provision of permanency services. There were statistically significant improvements in contacts and the quality of visitation which was defined as visits that were sufficient to identify needs, assess risk and safety, ensure appropriate

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services, and address safety, permanency, and well-being. Differences in diligent efforts to locate absent parents and timeliness of notification of Family Team Meetings were also statistically significant. These responsibilities were shifted to the Child Welfare Team Specialist position and received more attention as a result.

Figure 4 shows the change in total scores for case practice reviews from baseline to full implementation for the experimental and control groups providing front-end services. The blue line shows the change for the experimental prevention units and the orange line shows the change for units providing CPS investigations and Family Services in the comparison parishes. As shown in figure 4, the overall case review scores increased in the experimental group while remaining largely the same in the comparison group. The gray line shows what might have been expected to happen in the experimental group absent the intervention. The actual average score for the experimental group was approximately 20% higher than what might have been expected if they followed the same trajectory as the comparison group and that change is statistically significant. Similar results were obtained for permanency/foster care units where the experimental group showed a 23% difference between actual change and expected change.

**Figure 4: Differences in Total Case Review Scores Baseline to Full Implementation In Prevention vs. Comparison Group CPS and FS Units**

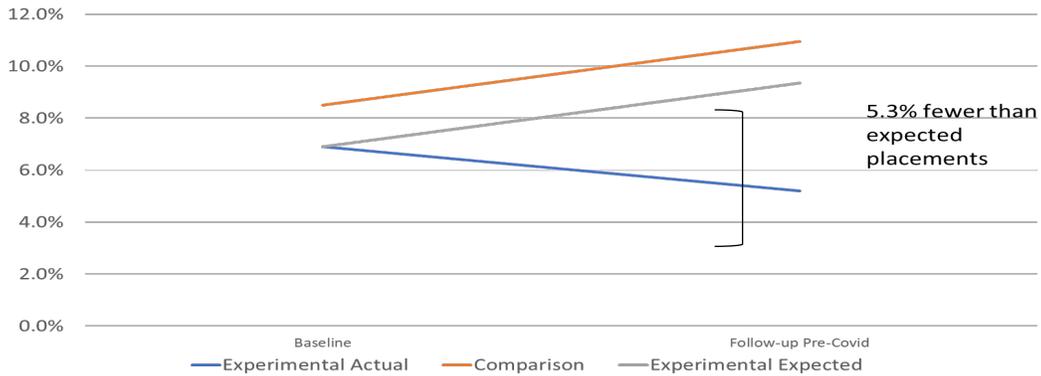


Admissions to Foster Care

Figure 5 compares the average percentage of cases accepted for investigation that resulted in a child being placed in foster care during the baseline period (July 2018- June 2019) to the percentage of investigations leading to a foster care placement in the first 8 months after the project began rolling out in July 2019 and prior to the move to virtual work. The blue line shows the percentages for the experimental group and the orange line shows the percentages for the comparison group.

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**Figure 5: Change in Percentage of Accepted Reports Resulting in a Foster Care Admission: Follow-up Prior to March 2020**



As shown in figure 5, the percentage of foster care placements in the experimental group declined from baseline to follow-up, while foster care placements increased in the comparison group. The gray line shows what might have been expected to happen in the experimental group absent the intervention. The difference between expected and observed foster care placements was statistically significant at the  $p < .05$  level and represents a reduction of 5.3%. This translated to 103 fewer families experiencing a foster care admission of a child than would have been expected.

**Figure 6: Change in Percentage of Accepted Reports Resulting in a Foster Care Admission: Follow-up 8 Months After March 2020**

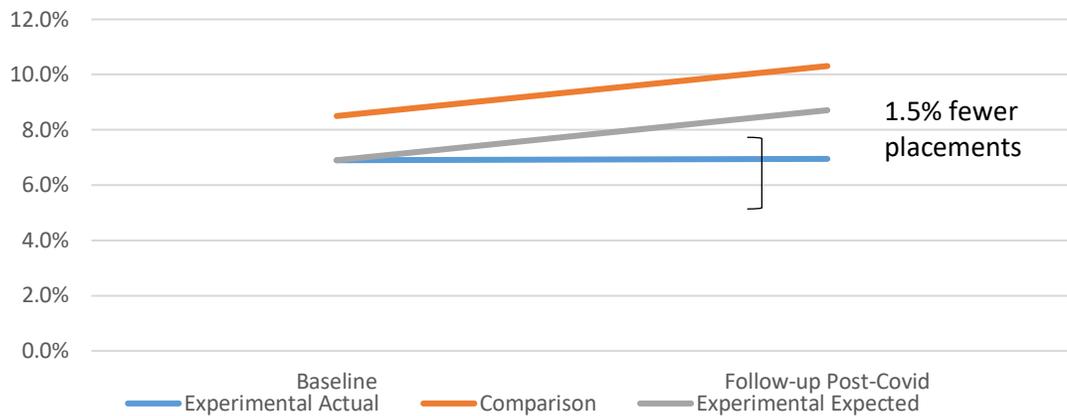


Figure 6 compares the percentage of accepted reports resulting in a foster care admission during the baseline with the percentage of reports resulting in a foster care admission in the eight months following March 2020. During this time period, the gap between the expected and the actual levels of placements for the experimental region narrowed to only 1.5%. However, the number of families experiencing a placement of a child was essentially the same. In the eight months prior to March 2020, 128 accepted reports resulted in a foster care admission. In the eight months after March 2020, 123 reports resulted in a foster care admission. However, the number of accepted reports declined from 2456 to 1770 which aligns with national trends. The Louisiana Steering Committee reported that although the caseloads were down, the cases that were being accepted were much more serious and

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tended to include more domestic violence and weapons, thus workers were having a much more difficult time avoiding placing children. Additional analyses will be conducted to follow foster care admissions through the end of the state's fiscal year 2022.

**Workforce Development Update FFY 2023:** During the FFY 2023, the Louisiana Department of Children and Family Services redesigned the child welfare worker job to strengthen its workforce and reduce worker turnover. The department increased career opportunities with the DCFS through a State Civil Service qualifications expansion, allowing career crossover candidates with increased education, knowledge, and experience to join the workforce at a salary commensurate with their expertise.

The DCFS conducted mass hiring fairs throughout the state. The DCFS partnered with Civil Service, Division of Administration, and Louisiana Workforce Commission to assist in the hiring process by streamlining qualified applicants through the process more efficiently. Qualified candidates received a conditional offer at the event. From these fairs, there were 1047 applicants with 327 conditional child welfare offers made.

The DCFS created an “HR War Room” to facilitate the processing of post-hiring event applicants as well as Child Welfare Baton Rouge Office positions. The team was comprised of two DCFS State Office HR team members, one DCFS HR Field Liaison employee, and three program staff (two from Economic Stability and one from Child Welfare). This group has been responsible for the full processing of all offers resulting from the hiring events, including all post event processing, coordinating with applicants, following up with programs, identifying position numbers, and providing final job offers. Additionally, the group coordinated all staffing activities for the Baton Rouge Child Welfare office. The group met weekly with CW Baton Rouge Leadership for updates and any reporting needs as well as all HR processing for hiring in the CW Baton Rouge Office. DOA HR provided two WAE employees to help back fill work from those employees activated to the HR War Room.

In addition to the recruitment efforts, the Louisiana Department of Children and Family Services is funding advanced education for employees desiring to pursue a Master of Social Work Degree or an Advanced Leadership Certification program. The DCFS began a new initiative to recruit last-semester college graduates to join the Department through a paid internship. This initiative, Student Talent Acquisition Recruitment (STAR) is designed for college seniors, within the Baton Rouge area, with interest in the Department to obtain a complete overview of the DCFS and its programs.

The Centralized Interview and Selection Team (CIS-Team) was developed in August 2022 with a team of 10-12 WAE staff to perform interviews for frontline positions in child welfare (CPS, FS, FC CWSA, Admin Assistant). The CIS-Team has been responsible for vetting applications for interview selection, conducting virtual interviews and reference checks statewide for child welfare frontline positions. There are two leads who manage the team and ensure interviews are consistently taking place and recommendations for filling positions are constant.

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The DCFS created the Critical Incident Support (CIS) Team in an effort to bridge the gap between current staffing levels in some of the CW Regions and the influx of new hires as a result of the hiring fairs. This team, comprised of DCFS employees from CW, Family Support (FS), and Office of Management and Finance (OM&F), include those who have CW or case management experience and/or have volunteered for service to support the CW effort. The teams consist of DCFS employees, staff and leadership, to meet the needs of the Region. The activation procedure of the team follows the process Emergency Preparedness (EP) utilized during a disaster. EP staff reach out to the Region in need of support, and together with the Region Leadership, develop the team organizational structure. The structure may change based on the Region's needs. The DCFS Human Resources (HR) provides guidance on positions for the CIS team members and determines if any adjustments to compensation are available. Once the need is determined, a request was sent out to the leadership of Family Support and Management & Finance to provide the resources/staff to support. The final list of volunteers has been recorded in Monday.com and forwarded to the Leadership of the Region to begin the selection process. Once selected by the Region Leadership, Administrative Services assisted in providing items such as housing and requesting any exceptions needed. The Region needing assistance arranged the leasing of vehicles needed by the designated staff for the CIS. Emergency Preparedness along with Region Leadership discussed start dates, duty assignment and the time and location for staff report to for their assigned duties. CW ensured staff were provided any required training prior to team members working with families. Additionally, CW worked with HR to determine any other requirements needed such as background checks or clearances prior the start.

A Standard Operating Procedure (SOP) has been developed based on the processes followed and lessons learned from two initial teams that were formed to help stabilize the Child Welfare program in the Baton Rouge and New Orleans areas in 2022 and 2023 respectively. The goal is to utilize those processes for future teams that may be needed in other Regions.

The Quality Improvement Center for Workforce Development (QIC-WD) and Louisiana Department of Children and Family Services (DCFS) undertook a complete redesign of the caseworker job to address the high stress and poor work-life balance experienced by staff who were dealing with high caseloads and heavy administrative responsibilities. The QIC-WD and local implementation team created new teaming structures and added a new professional position, the Child Welfare Team Specialist (CWTS), responsible for the administrative, non-clinical, aspects of the work. The creation of this position was expected to relieve caseworker stress and allow more time to be spent on clinical aspects of the job, improving case practice and outcomes for children and families.

After implementation of the redesign and addition of the CWTS role, caseworkers in the experimental parishes rated their work stress significantly lower than caseworkers in control parishes who were not participating in the redesign. Focus group participants pointed to the role of the CWTS as a key contributor to this reduction by saying "My Team Specialist really helps, even though she's new to agency", "it's so much relief", and "it makes the work less stressful to have CWTS help".

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Caseworkers reported the proportion of their time spent on the clinical versus administrative tasks required by the job in a series of time studies, which began shortly after the roll out of the first redesigned units in July 2019 and continued through full implementation of the project. After the addition of the CWTS in 2019, caseworkers began to spend less time on administrative duties such as opening and closing cases in the data system, obtaining signed consents, making purchases for children, and archiving records, and more time on clinical work such as such as conducting risk and safety assessments, case planning, and visitation.

The redesign, including the addition of the CWTS role and resultant freeing of caseworkers to spend more time on clinical work with families, resulted in positive changes in casework practices. Randomly selected cases were reviewed for adequacy. The percentage of times a practice element was judged to be adequate during a baseline period prior to the start of the redesign was compared to the percentage of time a practice element was judged to be adequate during full project implementation.

Information gathered through surveys and focused groups suggests the impact of having the CWTS by saying that having the CWTS “helped close cases because documents are uploaded more timely”; “we don’t worry about things getting done”, “it leads to better assessments”, and “the case record is better prepared when we have the CWTS”. A manager stated that having the CWTS “Helps with transportation, setting up schedules, and allows staff to focus on safety plans”.

#### **24/7 Supplemental Staffing Contract**

The DCFS piloted the 24.7 Contract Staffing Afterhours/On Call Model in the New Orleans and Baton Rouge Regions. The goal of this contract was to:

- Provide contract staff who would deliver relief for DCFS staff through implementation of a 2<sup>nd</sup> shift and a 3<sup>rd</sup> shift to allow DCFS staff to have more work-life balance where on-call time is not a mandatory part of CPS work.
- Provide a specialized unit known as the Strike Team who is available at any time deemed necessary by DCFS. Utilization of the Strike Team will occur when it is identified that a parish/area is in need of assistance to clear up backlog, work special projects, or work frontline to relieve DCFS agency staff when short staffed.
- Provide contract staff who can perform work tasks and duties to assist in the completion of case activities.
- Provide contract staff who will attend the extensive DCFS New Worker Orientation and Training to ensure that the staff are acclimated to the DCFS environment, policy, and practices so that they can perform all functions as a child welfare specialist.

As written in the scope of work, contractors are required to document case activities in accordance with agency policies and respective technology systems for the respective programs. Documentation must include hours worked, cases worked, tasks completed on those cases, and/or meetings or trainings attended. Contractors shall maintain on file all times of performing services under this contract that document the completion of deliverables as outlined in the Scope of Work. This documentation is provided to the DCFS

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every two weeks. Contractors must ensure their staff was available for, participated in, and completed all trainings that are mandatory to perform the role of a Child Welfare Specialist. The Contractor had to ensure that staff maintain the requirements for professional development and any licensing required, ensured staff are kept abreast of the DCFS policy changes and notified contract staff, etc. Contractors provided staff who meet the criteria (i.e. background checks, etc.) who are available to work 2nd shift and 3rd shift and performed all expected work duties during their shift in an acceptable manner and in accordance with all DCFS policies and practices. The Contractors were available to provide a Strike Team within five business days of a request by the DCFS and perform duties related to the needs of the parish/area in an acceptable manner and in accordance with all policies and practices. Contractors provided contract staff who attended and completed the DCFS New Worker Orientation Training.

The contract staff worked a 3pm-11pm shift or a 11pm-7am shift while the DCFS full-time staff work 8am-4:30pm shift to provide 24/7 coverage. The contract staff received direct supervision from the on-call supervisor. Each shift was expected to be able to perform all child welfare functions as needed.

The total number of cases worked by the supplemental staff from January 23, 2023, to May 5, 2023, is 167. The strike team began working on cases in January, however, the other shifts were not staffed, trained, and fully functional until mid-March which accounts for the variance in cases received. The breakdown of cases worked by region is as follows:

**East Baton Rouge:**

Strike Team:

84 cases worked

22 cases remaining open

Monday- Friday 3 p.m.-11p.m (Case carrying staff):

16 cases worked

15 cases remaining open

Monday- Friday 11 p.m.- 7 a.m./Weekends- (Non-case carrying staff)

43 cases initiated and transferred

**New Orleans**

Monday- Friday 3 p.m.-11p.m (Case carrying staff):

24 cases worked

24 cases remaining open

Monday- Friday 11 p.m.- 7 a.m./Weekends- (Non-case carrying staff)

16 cases initiated and transferred

**On-The-Job-Trainers (OTJT)** were redesigned and implemented in August 2022 to work with new hires as well as program transfers in the programs of CPS, FS and FC. Currently there are eight positions for OTJT, one which was vacated in March 2023. Currently there are

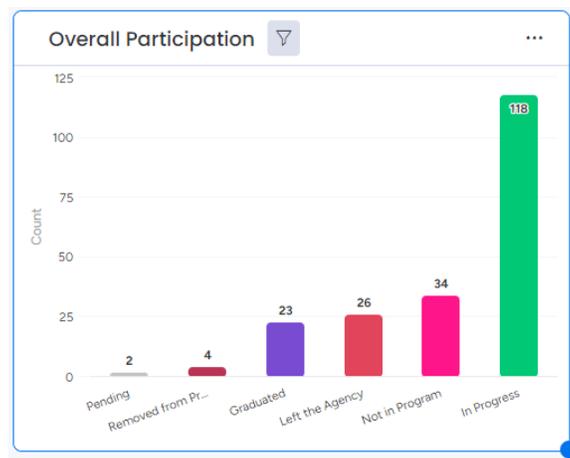
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seven OTJT position serving the Shreveport, Baton Rouge, Orleans, Lafayette and Lake Charles Regions. There is one vacant position for the Covington Region.

OTJT began tracking worker progress on Monday.com in July 2022. The charts below the number of staff actively working with OTJT as of April 30, 2023. The data is broken down by tri-region area, region and parish.



Overall participation indicates the number of staff that have worked the program from July 2022- April 2023.



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In late September 2022, as part of the Workforce Development Team, OTJT began sending STAY surveys/questionnaires to staff participating in the program. The surveys are designed to elicit staff responses as to how they view working for the agency at the six month mark. The chart below depicts the results of the five Objective Questions asked from the survey. In addition to the objective questions, the survey also asks the subjective questions listed below.

Subjective Questions:

- What Makes You Stay?
- What I like Most about worker for DCFS CW.
- What I like Least about worker for DCFS CW.
- What can be done to make your job better?
- Is there anything that might help a new worker feel more welcomed?
- Any additional comments.



The chart ratings are as follows: 5-strongly agree; 4-agree; 3-undecided; 2-disagree; 1-strongly disagree

During FFY 2023, the DCFS began utilizing overtime pay as a mechanism to compensate staff for the commitment and sacrifice of working additional hours to meet the fluctuating demands in human services work. Overtime pay is authorized in particular circumstances when the Department's budget allows. When paid overtime is not authorized, employees are compensated through K-time compensation.

On January 5, 2023, State Civil Service temporarily approved Non-Exempt Status for Child Welfare to earn paid and K-time overtime at the time-and-one-half rate. This included all Administrative positions up through the Child Welfare Manager 1 positions. This was approved by the SCS Commission through June 30, 2023. Although the Commission approved this pay status through June 30, funding for it was allocated by our DCFS Budget Undersecretary. Due to budget constraints, this approval changed on April 4, 2023 to limit

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the paid overtime hours to ten hours of paid overtime per pay period. However, any overtime over those ten hours is still earned K-time.

In an effort to further support staff, the DCFS launched the Life Advisor Employee Assistance Program (EAP) by Ulliance on May 25, 2023 for all DCFS employees. This confidential and comprehensive program offers a wide range of services and resources to support the well-being of the DCFS employees and to assist all employees with work-life balance. It is free to all DCFS employees and eligible family members. The EAP benefit gives DCFS staff access to: counseling (personal, work-related, crisis, trauma, grief, etc), legal services, financial counseling, identity theft protection, life enhancement coaching, and exclusive discounts.

**DEIB Update for FFY 2023:** During FFY 2023, the Department of Children and Family Services worked to recognize the inequities that exist from marginalized communities. Louisiana DCFS focused on our core values of treating all people with dignity, compassion and respect, while providing effective service delivery with integrity. The Diversity, Equity, Inclusion, & Belonging (DEIB) Unit promoted belonging, workforce wellness, equity and inclusion for all staff as well as the population served. The DEIB Unit worked to create a culture of learning and inclusive excellence where staff members, support programs, and initiatives addressed the needs of diverse populations. During this FFY, the CW DEIB manager served as support to the Assistant Secretary of the Division of Child Welfare and worked to coordinate, communicate, and assess CW policy, the CQI process, and federal planning strategies with a DEIB compass with hopes to strengthen child welfare programs and practice. The CW DEIB unit also worked with the workforce development unit to promote employee recruitment, job satisfaction, workforce retention while also promoting effective relationships with community groups and key stakeholders to foster collaboration with workforce initiatives to build a cohesive culture and climate. The CW DEIB manager worked with the LCWTA to support quality training development from a DEIB perspective. The CW DEIB manager also served as a member of national and state committees related to child welfare DEIB.

The DEIB unit utilized feedback and improved practice by accomplishing the following:

- The DEIB Advisory council launched and began meeting monthly. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was completed followed by a Political, Economic, Social, Technology, Legal, and Environmental (PESTLE) analysis of the matters illuminated through the SWOT analysis. The council identified the strengths, weaknesses, opportunities and threats to the opportunities for each member represented by each council member across the agency. The PESTLE analysis was then developed to look at continual concerns and how that can impact the agency. Data will continue to be analyzed during the council retreat in June 2023.
- Participated in CIP Constituency Group demonstration on Race Equity Mapping hosted by the Capacity Center Building for Courts for the Administration of Children and Families.
- Completed New Worker Orientation and reviewed the Trainer & Participant guides with a DEIB compass.

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- Worked with the CQI unit and CIP on placement stability of African-American youth. (Please refer to CFSR Item 4 data in Section 2)
- Attended APHSA Systems Navigation team meeting with technical assistance leaders and developed strategies to support the roll-out and engagement with No Wrong Door, La 211 and Unite Us.
- Co-hosted DCFS quarterly DEIB council meeting and introduced “Dare to Lead” training to members of the management team.
- Provided support to the My Community Cares steering committee and leadership team.
- Nine DCFS staff members were trained in Poverty Immersion Training and obtained trainer status. Communication Across Barriers by Dr. Beagle, a Poverty Training and Coaching Program rolled out statewide in February 2023.
- Participated in regional job fairs in Alexandria and Shreveport and provided equity feedback on CW writing samples and job applications.
- The DCFS was accepted to APHSA Learning Community- American Public Human Services Association’s (APHSA) recently accepted Louisiana DCFS to its Economic Mobility and Advancement Learning Community. APHSA is working with regions and states on “Advancing Family Economic Mobility,” an initiative focused on improving economic opportunity for families and their children through policy and practice changes that put families at the center of the policy work.
- The DCFS was given membership to Government Alliance on Race and Equity- The Government Alliance on Race and Equity (GARE) awarded the DCFS a grant for membership to its network. GARE is a national network of government agencies working to achieve racial equity and advance opportunities for all. Each staff member with a DCFS email is now able to create an account and access the various services, professional development, and tools this alliance provides.
- The DCFS incorporated DEIB into the Emergency Preparedness Strategic Plan- DEIB was incorporated into DCFS' Emergency Preparedness Strategic Plan. As part of its preparedness planning, the DCFS now conducts analyses of affected communities to give recommendations of actions on DEIB concerns to key stakeholders. This includes identifying emerging issues and patterns affecting socially vulnerable communities, amplifying unmet needs from communities of concern and providing equity analysis on community-related EOC discussions to avoid inequitable outcomes for communities.
- Assisted with projects related to Employee Assistance Program in March of 2023 to address systematic and individual concerns.
- DEIB has been involved in discussions involving the planning for the Statewide Assessment Teams and ensuring that there is a diverse and inclusive group of internal and external stakeholders on the team.
- DEIB Intranet link was developed in late spring of 2022. The DEIB link includes DEIB terms and definitions, resources, state and federal related links, DEIB news and a place for staff to connect with the DEIB unit along with the

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DEIB annual calendar with links and facts attached on each of nationally recognized celebrations listed below.

DEIB Calendar of Events for 2023					
Jan	February	March	April	May	June
National Poverty in America Awareness Month  National Human Trafficking Prevention Month	Black History Month	Women's History Month	Arab American Heritage Month	Asian Pacific American Heritage Month  Jewish Heritage Month	Pride Month  Caribbean-American Heritage Month  Juneteenth Month
July	August	September	October	November	December
French American Heritage Month  Independence Day	National Civility Month	Hispanic Heritage Month	National Disability Employment Awareness Month	Native American Heritage Month	Winter Celebrations

**ENGAGEMENT OF YOUTH, CAREGIVERS AND OTHER SYSTEM PARTNERS**

**Update FFY 2021:**

- DCFS communicated and implemented a survey process statewide. An email was sent to all DCFS-CW users on February 21, 2020 by the Deputy Assistant Secretary, Karla Venkataraman to communicate the survey process, populations identified to receive the survey, time frames and background information on how the survey will assist staff in strengthening partnerships, especially with foster parents, older youth and biological parents. The first population to receive the survey was foster parents. The survey was emailed to foster parents in three phases on 02/21/2020, 03/05/2020 and 03/11/2020.
- An evaluation process for Managers was utilized in initial Family Team Meetings (FTM) in the Foster Care (FC) and Family Services (FS) programs to ensure that families (mothers and fathers) are engaged and have a voice in planning and that there is a link between investigative findings, assessments, and case planning was developed. Managers utilized this evaluation in initial FTMs for FS and FC Programs. Manager’s Case Review Instruments were completed prior to the initial FTM to ensure a link between the investigative findings and assessments with the initial case planning (FTM).
- Managers were trained on the FTM process and evaluation expectations to include how feedback is shared with staff: Memorandum 20-005 Family Team Meetings was issued on 03/03/2020 through the DCFS Policy Management System. The memo referenced the training requirements for program staff as well as the dates of completion of the webinar training. All workers and supervisors in both the FS and FC Programs and Managers of all programs were required to complete the training by 03/15/2020. Other staff (CPS, HD, AD), both workers and supervisors were required to complete the training by 05/31/2020. The memo addresses the feedback

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loop with staff to reinforce quality practice as it relates to strengthening partnerships and engagement. The process provides an opportunity to address practice-needing improvement.

- DCFS implemented and tracked results: Per Memorandum 20-005 Family Team Meetings, issued 03/03/2020, Managers were required to participate in and complete two instruments, The Case Review Instrument and the Family Team Meeting (FTM) Manager Evaluation Instrument. The Case Review instrument is completed prior to the initial FTM and was designed to ensure that services/assessments provided prior to the FTM are completed accurately and considered during the case plan development. The FTM Manager Evaluation Instrument is completed at the conclusion of the initial FTM. The Manager participates in the FTM as a silent observer of the process and ensures that goals identified in the FTM consider risk and safety, are linked to assessments conducted prior to the FTM and that participants are engaged. The Case Review Instrument and The FTM Manager Evaluation Instrument are completed on all initial FTMs in both the Family Services and Foster Care Programs, effective 03/16/2020. Due to the onset of the COVID 19 pandemic, Memorandum 20-007 COVID 19 Staff Protocol for Client/Stakeholder Contact was issued 03/17/2020, providing for FTM's to be held virtually or by phone. Per Memorandum 20-015 COVID-19 Update, issued 06/11/2020, all Managers are required to participate in and complete the FTM Manager Evaluation Instruments on all initial FTMs and enter the information from the instruments into the Redcap data system for tracking purposes, effective 07/01/2020. The Data Unit worked collaboratively with Programs to develop a tracking system (Family Team Meeting Manager's Report) for all cases requiring a FTM and the status of the completion of the required instruments. This report is on the CW dashboard and allows for the Manager, Area Director and Regional Administrator to monitor the completion of the required instruments.
- In partnership with the Child Welfare Training Academy, DCFS developed and implemented a skills building simulation training for new workers to include focus on engagement beginning at initial contact with families and build in evaluation. An in person simulation lab and program focused on engagement developed in early 2020. Adaptations to interactive virtual simulation program necessitated by COVID made and implemented – pilot held 10/06/2020-10/07/2020 with three subsequent two day sessions being held on 10/20/2020 – 10/21/2020 and on 11/09/2020 – 11/10/2020 (two simultaneous sessions of new workers). The virtual simulation program was scheduled through March 2021. Participation in skills building simulation training was a requirement of all new workers. An on-going evaluation is incorporated into the simulation-learning program.
- In FFY 2021, data was prepared and analyzed in reports for inclusion in Regional Exit meetings. Surveys were conducted by Case Reviewers to support the PIP Engagement workgroups through participation and providing feedback. Efforts were explored to improve engagement with field staff in an effort to improve feedback loops.

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**ENGAGEMENT OF YOUTH, CAREGIVERS AND OTHER SYSTEM PARTNERS**

**Update FFY 2022:** A multi-layered training plan was designed for DCFS child welfare staff to ensure consistent understanding of engagement and a unified assessment approach. Principles, policies, and decision-making tools were used to guide practice. The job redesign and teaming was implemented to enhance engagement with biological parents and thoroughly assess for supports, develop skills to enhance the assessments of safety and risk and increase prevention efforts and timely permanency for children and families. To this effect, prevention and permanency teams were developed to demonstrate appropriate engagement with families, preventive support services as well as timely and urgent services. The Prevention Teams are comprised of specialized case workers whose focus is parent services and supports as well as children and caretaker support and services. Both teams incorporated the CWADM practice in efforts to promote healthy, safety and risk assessments.

Prevention Specialists trained staff in Family Search and Engagement in an effort to locate family and kinship networks that could prevent placement of children in Foster Care. Prevention Specialists participated in pre/post removal staffings.

Practice Champions were used as trainers to implement the plan. Three Practice Champions from each region, along with State Office Staff received initial training on their role. Practice Champions were assigned to all supervisory units throughout the state. They met with their assigned supervisory units monthly to discuss any updates and provide guidance to the units.

The DCFS General Engagement Survey used to obtain feedback from the families, youth and foster caregivers related to the Department's level of collaboration with others and the level of engagement and responsiveness were conducted monthly. Five surveys were collected at random by the supervisors as encouragement and intervention for improved practice by staff.

DCFS continued to focus on providing quality care for children in foster care through the Quality Parenting Initiative. QPI regional, state, and Youth Law Center leadership calls were held monthly to discuss progress, identify and address any upcoming barriers to QPI practices per region. Each region continued to track calls, conduct icebreaker meetings and transition planning to increase birth family and caregiver engagement. Monthly reports were submitted by each region indicating compliance. The chart below reports icebreaker and comfort call completed as reviewed by area managers during FTM's:

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<b>QPI Icebreakers and Comfort Calls Completed</b> (*Data not captured prior to April 2021)												
	<b>Reporting period 3</b> April 2021-June 2021			<b>Reporting period 4</b> July 2021-Sept 2021			<b>Reporting period 5</b> Oct 2021-Dec 2021			<b>Reporting period 6</b> Jan 2022-March 2022		
<b>Ice Breakers</b>	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts
	61	138	44%	75	131	57%	105	171	61%	119	184	65%
<b>Comfort Calls</b>	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts Percentage of FTMs held	QPI contacts	Possible QPI contacts	Percentage of contacts
	64	138	46%	78	131	60%	113	171	66%	124	184	67%

The DCFS managers are required to observe all initial family team meetings (FTMs). In an effort to assess and improve engagement, area managers will continue to assess, track, and encourage that ice breakers and comfort calls are completed timely. During the FTMs, the managers are to complete a Case Review Instrument and FTM Manager Evaluation Instrument. The information from the instruments are entered into the Redcap data system for tracking purposes.

During the SFY 2021, there were 1,024 initial family team meetings (FTMs). Child Welfare Managers participated in 887 of the initial FTMs during the SFY. The data collected shows that an average of 86.6% of the cases having initial FTMs were held with a manager present. Additionally, the data shows that there were 650 FTM cases with identified mothers and fathers, and 421(64.70%) of the mothers were present and 231(35.50%) of fathers were present for the FTMs.

Monthly reports were provided to Managers, Area Director’s and Regional Administrators. The results were compiled and shared with staff in regional CQI meetings. State Office Programs distributed qualitative reports to the Area Directors and Regional Administrators for identification of trends, issues, and for continuous quality improvement.

**ENGAGEMENT OF YOUTH, CAREGIVERS AND OTHER SYSTEM PARTNERS**

**Update FFY 2023:**

The DCFS continued updating policy to ensure staff are provided clear expectations related to the engagement of children/youth, birth parents, relatives, fictive kin and stakeholders. Policy is reviewed with all DCFS Child Welfare staff monthly to allow staff the opportunity to ask questions and obtain clarification related to all Child Welfare policy.

The DCFS continued to conduct Initial Calls, Icebreakers, and Transition Plans. The results of the icebreaker calls are reviewed monthly and presented to each Region during the Quarterly Regional Meeting. See the chart below for data related to the icebreaker and comfort calls.

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<b>QPI Icebreakers and Comfort Calls Completed</b> (*Data not captured prior to April 2021)												
	<b>Reporting period 7</b> April 2022-June 2022			<b>Reporting period 8</b> July 2022-Sept 2022			<b>Reporting period 9</b> Oct 2022-Dec 2022			<b>Reporting period 10</b> Jan 2023-March 2023		
<b>Ice Breakers</b>	QPI contact s	Possible QPI contacts	Percentage of contacts	QPI contact s	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts
	336	505	67%	133	244	55%	317	579	55%	139	217	64%
<b>Comfort Calls</b>	QPI contact s	Possible QPI contacts	Percentage of contacts	QPI contact s	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts Percentage of FTMs held	QPI contacts	Possible QPI contacts	Percentage of contacts
	345	505	68%	139	244	57%	342	579	59%	100	217	46%

Monthly Engagement Surveys are completed by the supervisors monthly and the results are reviewed during the Quarterly Regional Meeting. See the chart below for the number of statewide surveys completed for FFY 2023:

<b><u>ENGAGEMENT SURVEYS FFY 2023</u></b>					
<b>April 2022-March 2023</b>					
	<b><u>CPS</u></b>	<b><u>FS</u></b>	<b><u>FC</u></b>	<b><u>ADP</u></b>	<b><u>HDU</u></b>
<b>April 2022-June 2022</b>	549	307	1051	125	138
<b>July 2022-Sept 2022</b>	437	291	924	142	136
<b>Oct 2022-Dec 2022</b>	382	224	895	134	114
<b>Jan 2023 –March 2023</b>	475	260	869	138	123

The DCFS ended the contract with Creative Information Technology, Inc. on October 20, 2022. During the period prior to this date Child Welfare Programs worked with the CCWIS Project Team to develop a system that included documentation of case activities as well as develop reports that would capture trends related to engagement as well as documentation of efforts made by staff.

Services for children, families and youth in all programs will continue to be monitored and tracked. Preventive Specialist have increased their involvement in cases by assisting staff with identifying family/kinship resources such as wrap-a-round, Family Functional Therapy (FFT), and Multi Systemic Therapy (MST).

Managers continue to participate in and complete the Family Team Meeting (FTM) Manager Evaluation Instruments on all initial FTMs, and enter the information from the instruments into the Redcap data system for tracking purposes.

The DCFS continues to engage with legal stakeholders to identify strategies to address how judges and legal stakeholders can increase involvement and engagement of children, parents and other stakeholders in hearings, case planning, Family Team Meetings (FTMs), Youth Transition

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Planning (YTP), Family and Permanency Team Meetings, and Family Preservation Team Meetings (FPTMs). DCFS works closely with the Court Improvement Program (CIP).

The DCFS Child Welfare Transitioning Youth and Extended Foster Care staff participated in webinars on youth engagement hosted by the Quality Improvement Center on Engaging Youth (QIC/EY). These webinars focused on empowering youth to have a voice in their treatment and care. Through this work, we have included youth in decision making and worked with others with lived experience to develop the Court Prep Form, Youth Bill of Rights, and to update Foster Care, Transitioning Youth, and Extended Foster Care policy.

**SERVICE ARRAY:** The *My Community Cares* (MCC) initiative has launched in the four (4) pilot Parishes (East Baton Rouge Parish, Livingston Parish, Caddo Parish, and Rapides Parish). The Pelican Center and DCFS continue to collaborate with child welfare stakeholders and community partners in each pilot parish to implement MCC. The MCC Parish Steering Committees consists of the MCC State Coordinator, Pelican Center staff, at least one juvenile judge, the MCC Parish Coordinator, and two to three representatives for DCFS who meet monthly and discuss the overall implementation strategies of MCC. MCC Parish Anchor Teams have been established in each parish. These teams consist of the MCC Parish Steering Committee and DCFS, judges, FINS, CINC attorneys, service providers, non-profits, churches/faith-based organizations, CASA, local government, schools, businesses, youth and parents with lived experience with child welfare, foster parents, and residents from each priority neighborhood. The MCC Parish Anchor Teams plan and convene the MCC Parish Wide Update Meetings every quarter. The goal of MCC is to enhance coordination and collaboration between DCFS, courts, service providers, community members, etc., identify social determinants and root causes of child abuse and neglect in the priority zip codes in each parish, identify and capture services and supports in each parish, provide a collaborative online resource platform, and engage community members in advocating to fill gaps/barriers to services and supports in their community.

DCFS created geo-maps that identified the ten (10) zip codes across all four (4) pilot parishes with the highest number of removals and valid investigations in the parish. DCFS and the Pelican Center then created geo-maps that identified the neighborhoods within those zip codes with the most removals and valid investigations. DCFS has reviewed cases in each of those zip codes to capture the 3-5 reasons children have been removed in those areas. A root cause analysis was conducted in each pilot parish, and social determinants of abuse and neglect in the priority neighborhoods were identified. Strategy teams were formed around the results of this analysis. DCFS and the Pelican Center are collecting information on all of the current service providers in each parish and have started to conduct a service array assessment to create a service array continuum, from prevention to permanency, and to identify gaps in services.

An MCC Parish Coordinator for each pilot parish and an MCC Neighborhood Coordinator has been identified for each priority zip code. These coordinators lead the MCC strategies in their community and are building teams of community members and service providers to advocate for that particular zip code/neighborhood. The goal is to give community members an opportunity to share their needs and be an active partner and voice in improving service array and preventing child abuse and neglect in their community.

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Across all four (4) pilot parishes, DCFS and the Pelican Center have conducted 624 needs assessments, 12 listening circles with parents with lived experienced with DCFS, former foster youth, foster parents and over 40 community conversations with residents of the priority zip codes. They will continue to conduct them over the next year in each of our priority neighborhoods to identify needs for services, resources, and trainings.

The consistent barriers identified to date in each parish are as follows:

- Need for a trusted entity/person who can help community members problem solve what services/supports they need and/or provide short-term case management.
- Hesitant to seek services for fear of being reported for abuse or neglect.
- Services provided in each parish are unknown by stakeholder and community members.
- Service providers lack the time or capacity to provide needed services.
- Service providers and community partners are disjointed and working in silos.
- No comprehensive centralized information-sharing platform housing all community resources.
- No mechanism for tracking the success of referrals, or addressing the true needs of families.
- Need for collaborative care coordination between service providers, stakeholders, and agencies to bridge communication and create a centralized hub to connect families to supports.
- Lack of emotional and physical support by community members to safely parent their children.

DCFS and the Pelican Center have continued to develop strategies in the area of creating a collaborative communication, referral, and tracking processes in each pilot parish between service providers, DCFS, and legal stakeholders to increase the quality, appropriateness, and accessibility. The Pelican Center is funding and hosting a platform called the My Community Cares Connection Portal. This platform allows DCFS and the Pelican Center to conduct service array assessments, organize parish and neighborhood teams, post community announcements, events, and meetings, house an internal and external services/resource directory, and allows service providers to share information. DCFS and the Pelican Center is collaborating with Unite Us Louisiana to promote use of the Unite Us platform to provide holistic and efficient referrals between DCFS, courts, service providers, and community members. Unite Us allows users to make and track referrals and to ensure services were received by the client. DCFS and the Pelican center are currently creating a plan to sustain and expand the current MCC programs in the pilot parishes and expand MCC across Louisiana.

**Service Array Update FFY 2021:**

- Identified and convened a “*My Community Cares*” State Level Workgroup representing multiple disciplines and systems to meet bi-annually and provide collaboration, communication, and support at the state level to strengthen the capacity of the work in the parishes and address statewide systemic challenges and gaps in services and supports.

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- Obtained input from foster youth, biological parents, foster parents in those neighborhoods/ areas regarding concerns and barriers they had to needed services and supports.
- Identified a lead entity in each of the 3-5 areas of priority in the parish to convene community meetings/block parties/service fairs in those areas to lead the Neighborhood Team.
- Identified 3-5 neighborhoods/areas with the most removals in each parish and build neighborhood teams to meet consistently to identify gaps in trainings, resources, and services, discussed opportunities to partner, and moved action plans forward.
- Helped pilot sites map out a service array continuum of service providers in each parish, including critical information needed to determine availability, accessibility, and appropriateness of the services as service-array assessment service results were collected.
- Developed a coordinated process for efficient communication and referral between DCFS, legal stakeholders, CASA, service providers, and community partners to connect families with quality services, which are linked to enhancing parental protective capacities, timely referrals, and providing effective supports.
- DCFS placed one (1) substance abuse counselors in four (4) of the pilot parishes (Covington, East Baton Rouge, Livingston and Caddo).
- Collaborated with the Department of Health, Center for Evidence of Practice, and Office of Public Health to strengthen referrals and access to services and supports to fill identified gaps.
- Through the Kinship Navigator Program partnership, PIP collaborators worked with legal stakeholders to develop a legal services network to connect relative or kinship caregivers to legal services and resources.
- Created a toolkit for all parishes statewide to use to establish a pilot site and a catalog of prevention services, strategies, and capacity building mechanisms and continued development for widespread dissemination
- Created a model “Care and Treatment” report for foster parents, relatives, or pre-adoptive parents caring for a child to exercise their legal right to be heard and provide relevant information as to the services the child is receiving.
- Developed a procedure for foster parents, relatives, or pre-adoptive parents caring for a child to submit reports on the status of the child and for DCFS to track in the CCWIS system whether notice and opportunity to be heard in the court proceedings was given and whether their right to be heard was exercised or not.
- Collaborated with the Capacity Building Center for Courts and Casey Family Programs to identify and implement experiential training for DCFS Child Welfare staff that emphasizes empathy for families and youth as well as their understanding of caseworker and foster parent roles.
- Collaborated with Casey Family Programs to host the “Cost of Poverty Experiences” (“COPE”) training in two of the four pilot parishes to DCFS staff, legal stakeholders, and service providers. COPE Trainings were scheduled in Caddo and Rapides parish in June/July 2020, but were not able to be held due to COVID restrictions as the training has to be facilitated in person and requires close contact.
- Explored strategies to address the impact implicit bias, poverty biases, racial disparity, and disproportionality has on service array and delivery in each community.

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- The CIP pursued grants and partnerships with the Louisiana Children’s Trust Fund (LCTF), Casey Family Programs (CFP), and others to hire, through a contract with the CIP, a statewide “My Community Cares” Project Coordinator to manage the initiative, support a lead coordinating entity in each parish, and fund or host the online platform.
- Evaluated current budgets, funding, and partnerships to increase prevention services and supports.
- Collaborated with Crossroads NOLA and the Louisiana Child Welfare Training Academy in May 2020 to develop a Trauma Based Relational Intervention (“TBRI”) strategy to build capacity of pilot parishes to provide trauma informed services and supports.
- Identified and invested resources in a lead coordinating entity in each pilot parish to fulfill the administrative role of the initiative and to build neighborhood teams.
- Strategized with the DCFS CQI Unit in May 2020 on how to operationalize an on-going CQI structure in each pilot parish that allows DCFS and/or the courts to track whether services required in the case plan were actually accessible and connected to parental protective capacities identified as insufficient.
- Developed a process for the administration of the substance abuse assessments and referrals to service providers in May 2020.

**Service Array Update FFY 2022:**

The CIP partnered with the DCFS, model developer, Mainspring, and My Community Cares local staff and community members to create the new expanded model/toolkit of MCC. This will improve service array for Louisiana children and families as well as prevent entries of children in foster care. Under the new MCC model, MCC will be implemented in 9 parishes across the state, with three state MCC staff positions (MCC State Director, MCC State Data and Community Support Coordinator, and MCC State Family Support Coordinator) and three parish MCC staff positions (MCC Parish Director, MCC Parish Connect Coordinator, and MCC Parish Case Manager) in each of the nine parishes. The MCC State Implementation Team is currently working with Casey Family Programs and the Blanco Center to conduct an evaluation of MCC as well as a new future evaluation plan. The following link includes the current data that is tracked for each pilot parish:

[https://docs.google.com/spreadsheets/d/1CjEa2wi54STUH\\_jM3H7a9yC5Bz0av2XF5Ufpapecujl/edit#gid=859053333](https://docs.google.com/spreadsheets/d/1CjEa2wi54STUH_jM3H7a9yC5Bz0av2XF5Ufpapecujl/edit#gid=859053333). Data for evaluation is being sent to the Blanco Center as DCFS and MCC partners begin to identify outcome measures.

- In partnership with Casey Family Programs and MCC local staff and community members, the CIP created an MCC infographic.
- MCC was published in the following locations:
  - [https://www.casey.org/my-community-cares/;](https://www.casey.org/my-community-cares/)
  - [http://louisianafirstfoundation.com/louisiana-fosters-october2021/;](http://louisianafirstfoundation.com/louisiana-fosters-october2021/)
  - [https://www.thetowntalk.com/story/news/2022/01/09/pandemic-brings-struggles-rapides-fight-against-truancy/9124721002/;](https://www.thetowntalk.com/story/news/2022/01/09/pandemic-brings-struggles-rapides-fight-against-truancy/9124721002/) and
  - [https://www.casey.org/judge-gray-interview/.](https://www.casey.org/judge-gray-interview/)
- Secured funding and identified an MCC State Director, MCC State Data and Community Support Coordinator, and MCC State Family Support Coordinator to oversee, expand, and implement MCC through funding provided by the CIP, the

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DCFS, Casey Family Programs, and the Louisiana Children’s Trust Fund (CBCAP grantee).

- Convened the MCC State Level Workgroup representing multiple disciplines and systems to provide collaboration, communication, and support at the state level to strengthen the capacity of the work in the parishes and address statewide systemic challenges and gaps in services and supports.
- Secured funding and identified MCC lead agencies and Parish Directors for East Baton Rouge, Rapides, Caddo, Livingston, and Lafayette parishes through funding provided by the DCFS, Casey Family Programs, and the Louisiana Children’s Trust Fund (CBCAP grantee).
- Continued to convene MCC Neighborhood Teams, Parish Teams, and Parish Wide Update Meetings in each MCC parish to determine community priorities and strategies based on data and community input and implement MCC activities.
- Continued to conduct listening circles, community conversations, and needs assessments in each MCC parish to learn about community strengths and challenges and meet community needs.
- MCC teams connected families to resources, services, and supports as they were referred to MCC by the DCFS, courts, Family in Need of Services, Family Resource Centers, community members, and other MCC partners (i.e., finding housing, jobs, vehicles, household appliances, and meeting other needs).
- MCC Neighborhood Coordinators have been identified in East Baton Rouge, Rapides, Livingston, and Caddo Parishes to lead their MCC Neighborhood Team. This provides a way to implement MCC activities and strategies as determined by team members and serve as a community resource/services liaison to the courts, the DCFS, Family in Need of Services, Family Resource Centers, and community members to help them link families to community-based resources.
- To support families during COVID-19 restrictions, MCC partnered with the Louisiana Department of Health, Crossroads NOLA, the DCFS, courts, Family in Need of Services, and other MCC partners to host 196 virtual MCC support meetings with a total of 552 parents, caregivers, and youth participating. The MCC virtual support meetings included door prizes for parents/caregivers who participated, training and practical tips from Adverse Childhood Experiences (ACEs) and Trust Based Relational Intervention (TBRI) practitioners. This provided opportunities to connect parents/caregivers to resources, supports, and services, and an invitation to parents/caregivers to join a Neighborhood Team/Community Café.
- Partnered with Crossroads NOLA in four parishes to provide a TBRI community collaborative focused training for the DCFS, courts, Family in Need of Services, legal child welfare stakeholders, and community members, with a total of 293 participants. The training was designed to create a common understanding of trauma and its effects on children and families, introduce a framework for intervention using TBRI’s core principles, and support future collaboration and partnership by introducing a common language for trauma-informed care. TBRI training evaluations were completed at the end of each of these trainings by Crossroads NOLA. In the feedback received, the participants reported they agreed or strongly agreed that this training would enhance their work with children and families, they were able to list at least one new thing that

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they learned, and most of the participants reported at least one thing they planned to do differently after this training to better serve their families.

- In response to feedback received from listening circles, community conversations, and parent/caregiver needs assessments, MCC trained 35 community members to be Parenting/Community Café facilitators with the goal of establishing Parenting/Community Café's in each MCC priority zip code. Cafés are physically and emotionally safe spaces where parents and caregivers talk about the challenges and victories of raising a family. Through individual deep self-reflection and peer-to-peer learning, participants explore their strengths, learn about the Protective Factors, and create strategies from their own wisdom and experiences to help strengthen their families. Cafés are structured discussions that use the principles of adult learning and family support. They are highly sustainable with training reinforcement, institutional support, and a commitment to an approach that engages and affirms parents as leaders. Participants leave Cafés feeling inspired, energized, and excited to put into practice what they have learned. The Parenting/Community Café structure, focused on building protective factors within families and communities, is being implemented as part of the MCC Neighborhood Team structure.
- Partnered with Casey Family Programs to pilot a Parent Advocate in Rapides Parish who worked with elementary schools with the highest rates of children entering foster care to connect families to needed services and supports.

In an effort to meet the needs of all and “implement strategies to address the impact implicit bias, poverty biases, racial disparity, and disproportionality has on service array and delivery in each community” strategies and partnerships were created in response to quantitative and qualitative data assessed during the PIP development. The strategies that were implemented were decided by the attendees of the various My Community Cares teams in each of the pilot parishes based upon information collected from needs assessments, listening circles, community conversations, asset mapping, and root cause analysis within those parishes. Implemented strategies to address the impact implicit bias, poverty biases, racial disparity, and disproportionality has on service array and delivery in each community, included:

- Hosted the following community conversations: Race Equity Every Day, Mental Health Matters, and Perceptiveness on Homelessness.
- Partnered with a local organization called Fathers On A Mission (FOAM) to host monthly meetings that address racial disparities, implicit and poverty biases, and disproportionalities as well as provided information on parenting for single dads.
- Partnered with Our Lady of the Lake (OLOL) Hospital to bring their OLOL Blue Bus to priority neighborhoods to address disproportionalities and lack of availability for mental, physical, dental, visual, and lack of transportation due to poverty and underlying unmet needs.
- Created an Early Childhood Team to identify disproportionalities within childcare licensing and payment processes.
- Collaborated with the Livingston Parish School System to bring their Science, Technology, Engineering and Mathematics (STEM) program and Library bus to priority neighborhoods and offer services and learning tools.

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- Met with the Livingston Parish Council to discuss events that would directly address implicit and poverty biases and disproportionalities within communities found to have the most removals of children due to abuse and neglect.
- Partnered with the Rapides Public School Board (RPSB) to pilot a program called “Social, Emotional, Behavioral Health.” This is a program designed to bridge service array gaps within vulnerable and at-risk families when children are exhibiting extreme behaviors. The goal and intent is to connect families to the mental health services available to them through true wrap around services that will remain in place after the family is no longer at risk and is in a more self-sufficient state.
- Partnered with RPSB Better Together Initiative by bringing all partners together with a common goal to expand services and supports and reduce biases and disproportionalities.
- Hosted meetings between judges and child welfare and legal stakeholders and the Department of Health and Human Services, Office of Civil Rights (OCR), and U.S. Department of Justice, Civil Rights Division (CRD), to develop a strategic plan to fill gaps in services that raise civil rights issues and educate on the extent of civil rights violations in the context of child welfare. Strategies were focused on OCR and CRD providing technical support to judges and child welfare and legal stakeholders on a consistent basis, continuing to host strategy meetings and trainings with a focus on civil rights obligations of courts, judges, and attorneys in CINC cases, race equity and inclusion and civil rights, and civil rights implications as it relates to reasonable efforts.

**Service Array Update FFY 2023:**

- Partnered with the DCFS, model developer, Mainspring, and My Community Cares local staff and community members to launch and implement the expanded model of MCC to improve service array for children and families as well as prevent entries of children in foster care.
- Partnered with the DCFS to finalize a parish and state MCC budget as well as secured funding for MCC for the next fiscal year.
- Partnered with the DCFS to identify each of the nine MCC sites which are located in the parish within the region that has the historically highest rate of child abuse and neglect cases and children entering foster care based on the DCFS data, which includes: Caddo, Calcasieu, East Baton Rouge, Lafayette, Livingston, Ouachita, Orleans, Rapides, and Terrebonne.
- Partnered with judges, agency partners, individuals with lived experience in child welfare, and community members in each of the nine MCC parish sites to identify a lead agency located within or near the neighborhood with the historically highest rate of child abuse and neglect cases and children entering foster care.
- Supported each MCC parish site to identify three MCC Parish Staff that partner with families who have lived experience in the child welfare system, community members, DCFS, schools, healthcare providers, courts, emergency responders, etc. to accomplish the vision and mission of MCC in their community. The three MCC Parish Staff

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- positions include an MCC Parish Director, MCC Connect Coordinator, and MCC Case Manager.
- Secured funding and identified an MCC State Director, MCC State Data and Community Support Coordinator, and MCC State Family Support Coordinator to oversee, expand, and implement MCC through funding provided by the CIP, the DCFS, Casey Family Programs, Blue Cross Blue Shield Foundation of Louisiana, and the Louisiana Children’s Trust Fund (CBCAP grantee).
  - On Wednesday, March 1, 2023, in Baton Rouge, Louisiana, hosted the official launch of MCC with individuals with lived experience in the child system, MCC State and Parish staff, MCC lead agency Executive Directors, Family Resource Center representatives, the DCFS representatives, and judges.
  - Provided technical assistance to the nine MCC parish sites to kickoff MCC in their parish.
  - Convened monthly MCC Network Meetings with MCC parish staff from all nine MCC parish sites to share ideas and challenges and learn from one another.
  - Continued to support the pilot parishes in convening listening circles, community conversations, anchor teams, and neighborhood teams, Parent/Community Café’s conducting needs assessments, and connecting families to services and supports in the MCC pilot parishes.
  - Partnered with the Blanco Center to conduct an evaluation of MCC as well as a new evaluation plan for the expanded model of MCC. The following link includes the current data that is tracked for each pilot parish: [https://docs.google.com/spreadsheets/d/1CjEa2wi54STUH\\_jM3H7a9yC5Bz0av2XF5UfpapecuJl/edit#gid=859053333](https://docs.google.com/spreadsheets/d/1CjEa2wi54STUH_jM3H7a9yC5Bz0av2XF5UfpapecuJl/edit#gid=859053333). Data for evaluation is being sent to the Blanco Center as DCFS and MCC partners begin to identify outcome measures.
  - MCC was recognized/published in the following locations:
    - <https://www.lsba.org/documents/publications/BarJournal/Journal-Aug-Sept-2022.pdf>
    - <https://newsdirect.com/news/casey-family-programs-honors-10-people-one-foundation-for-working-to-improve-child-and-family-well-being-707153421>
    - <https://www.casey.org/ceca/?section=current-winners>
    - <https://www.casey.org/ceca/>
  - Presented about MCC at the following:
    - 2nd Annual Symposium on Racial and Health Equity in Louisiana
    - Together We Can Conference
    - Louisiana Children’s Trust Fund Child Abuse Prevention Conference
    - Southeast Region Faith & Health Equity Summit
    - Whole Health LA Governor's Mansion
  - Convened quarterly meetings with the MCC State Steering Team representing multiple disciplines and systems to provide collaboration, communication, and support at the state level to strengthen the capacity of the work in the parishes and address statewide systemic challenges and gaps in services and supports.
  - Convened an MCC Sponsor Team and MCC State Implementation Team to support the expansion of MCC statewide.
  - Provided the following trainings for MCC State Staff: Undoing Racism Training, Community Toolbox Trainings, and Be Strong Train the Trainer trainings.

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- Provided the following trainings for MCC State and Parish Staff: Community Café Collaborative Train the Trainer trainings, Community Toolbox Trainings, Parent Café trainings, and Solution Based Casework Trainings.
- Met with judges in the nine MCC parish sites to cast vision for MCC.
- Identified a new organizational home for the MCC state staff and teams: Louisiana Public Health Institute (LPHI).

**QUALITY LEGAL REPRESENTATION:** The Pelican Center for Children and Families, who administers the Louisiana Court Improvement Program (CIP) on behalf of the Louisiana Supreme Court, has collected information on various parent and child representation models, received input and approval from the Public Defender Offices and Mental Health Advocacy Services on the model, and identified attributes of high quality multi-disciplinary parent and child representation models. They are working on the implementation of these parent and child representations models in multiple jurisdictions. A parent multi-disciplinary representations model has been established in Orleans and Caddo. The Pelican Center worked with a variety of legal system child-welfare stakeholders across the state to develop high-quality legal representation competencies for DCFS Attorneys, Children’s Attorneys, District Attorneys, and Parent’s Attorneys involved in Child Welfare cases. A training plan for legal stakeholders was developed and has been implemented based on the indicated competencies.

The Pelican Center developed a strategic plan for ensuring that children’s and parents attorneys will inform the court of their clients’ wishes at every hearing. They developed a strategic plan for ensuring that children’s attorneys will inform their clients of their right to attend court hearings and facilitate their attendance in accordance with Louisiana law. The Pelican Center led a multi-disciplinary workgroup to create the newly published Louisiana Child in Need Bench Book for Juvenile Judges, including model court orders and affidavits and court reports. The Bench Book includes the various alternatives to removals, including when and how to use them, such as Informal Adjustment Agreements, Protective Orders, and Instant Safety Plan Orders. The Louisiana Supreme Court, the Indigent Defender’s Board (IDB), Southeast Louisiana Legal Services (SLLS), Mental Health Advocacy Services (MHAS), Acadiana Legal Services (Acadiana), DCFS Attorneys, District Attorneys, DCFS, CASA, local judges, and the American Bar Association Center on Children and the Law have been partnering with the Pelican Center to achieve these strategies.

**Quality Legal Representation FFY 2021:**

- Secured funding to implement and sustain the high-quality multidisciplinary representation programs.
- A Public Cost Allocation Plan (PCAP) amendment was submitted to claim federal funding for the parent and children attorney fees in child protective proceedings.
- Explored funding opportunities to implement the program in the identified pilot courts; potential services include local grant funding and/or CIP funds.
- Contracts were developed between DCFS and each entity to allow for IV-E reimbursement for legal representation.
- Implemented training program.

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- Selected a court or courts to implement a high-quality multidisciplinary pre-removal representation program, in one or more of the pilot parishes, (based on the organizational structure, judicial and agency leadership, sufficient legal counsel, percentage of families eligible for Title IV-E funds, and other factors). DCFS will refer certain cases where children are at risk of removal to the program, where appropriate, to prevent children from entering foster care.
- Selected a court or courts to implement a high-quality multidisciplinary post-removal representation program, in one or more of the pilot parishes, (based on organizational structure, judicial and agency leadership, sufficient legal counsel, current timeliness, and percentage of families eligible for Title IV-E funds).
- Created a contract or MOU between the pilot parishes and attorneys that requires parent and children’s attorneys to adhere to specific performance standards.
- Established a procedure with the courts and DCFS to ensure parents and children’s attorneys are able to appear at the continued custody hearing absent good cause and that the same attorney will continue throughout the proceedings.
- Established a procedure with the courts and DCFS to ensure parents’ and children’s attorneys will participate in out-of-court meetings including Family Team Meetings and making sure attendance is documented and tracked and preparing children and parents in advance for court appearances.

**Quality Legal Representation Update FFY 2022:**

- Secured Title IV-E funding to implement multidisciplinary representation programs. Four parishes have either already hired or are in the process of hiring a social worker or similar role for the parent representation team; and two parishes have either already hired or are in the process of hiring a social worker or similar role for the child representation team.
- Contracts were executed between the DCFS and parent and child representation programs and district attorney offices to establish procedures for programs to claim Title IV-E reimbursement for representation in CINC cases.
- Partnered with the American Bar Association Center on Children and the Law to create a Trial Skills Building training for Louisiana attorneys to improve advocacy in CINC cases. Attendees will learn and role-play every aspect of litigation from development of the theory of a case, rules of evidence, and qualifying experts and witnesses in the context of a CINC case from the Continued Custody Hearing through the Termination of Parental Right Hearing. The training materials include a trial notebook with relevant jurisprudence, evidentiary tips, and other helpful hints for trial practice.
- Partnered with the DCFS, the Louisiana Bar Foundation, and other legal and child welfare stakeholders to evaluate the possibility of establishing a holistic multidisciplinary civil legal aid parent representation unit within the Louisiana’s legal services corporations. This is under the oversight of the Louisiana Bar Foundation for direct referrals to be made by the Family Services Unit of the DCFS and Family in Need of Services Programs, including acquiring funding to support the program. The CIP consulted with a national expert to provide an Economic Impact Study that shows the social value return on investment that this program could have on Louisiana.

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- Provided legal training on the CINC process and hearings to foster caregivers in partnership with the Louisiana Child Welfare Training Academy.
- Partnered with the DCFS to update the DCFS policy to require the DCFS to provide contact information for the child and their placement to the child’s attorney as soon as the DCFS has confirmation that the program has been appointed to represent the child.
- Printed and distributed 600 Bench Card packets to judges and legal stakeholders across the state. Provided virtual trainings to judges, child welfare staff, and legal stakeholders and an in-person training to prosecutors regarding the Benchbook. An online, on demand training of the Benchbook is also available on the CLARO website.
- Partnered with the DCFS and numerous child welfare and legal stakeholders to create a guide to educate judges and legal and child welfare stakeholders on guardianship as a permanent plan, including appropriate and funding options (i.e., foster care certification to receive subsidy, Guardianship Assistance Program).
- Partnered with the Louisiana Elite Advocacy Force (LEAF), an advocacy group comprised of former foster youth. Held bi-monthly meetings with LEAF, child representation programs, CASA, and My Community Cares to discuss strategies to increase youth voice in the courtroom.
- Partnering with the Karen Purvis Institute of Child Development to create a TBRI curriculum and training specifically for Louisiana child welfare and legal stakeholders that is focused on applying TBRI principles in the CINC court process and at CINC hearings.

The data and feedback collected from attendees directly impacted the scheduled training topics, frequency, and locations for future trainings. Evaluation Reports were compiled and shared with the CIP training director. The Training Director utilized the report data to plan for training topics, needs, and surveys of the field for use in the upcoming quarters. Sample reports are included in this response:

- 2021 Together We Can Conference Report
- Safety and Continuous Quality Assessment in Child Welfare – October 18-19, 2021
- Fundamentals in Child Welfare – May 10-11, 2021
- Culture S.M.A.R.T. – September 16-17, 2021
- Louisiana CINC Judicial Benchbook Data Summary – April 2021

**Quality Legal Representation Update FFY 2023:**

**CWADM Project:** The CIP and the DCFS continued to provide training to legal and child welfare stakeholders on the CWADM model. Trainings included the identification of safety threats, child vulnerabilities, and parental protective capacities, and assisted in reinforcing safety and risk principles and supports for timely permanence. The following trainings provided by CIP included training on CWADM: CINC Training Orleans Parish Juvenile Court, CINC Training Orleans Parish Juvenile Court: The First 30 Days, ABA/Louisiana CINC Trial Skills Building Training for Attorneys, Act 272 Legislative Update for Juvenile Judges, Reasonable Efforts: Overview of the Law and Fiscal Implications, Safe v. Unsafe: Assessing Safety in Child Welfare, and Safe v. Unsafe (Part 2): Ongoing Assessment of Safety in CINC Cases.

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Training: The CIP provided the following trainings: Court Simulation Training; Trust Based Relational Intervention (TBRI) Court Training; TBRI Court Training – Train the Trainer - Child In Need of Care (CINC) Training Orleans Parish Juvenile Court; CINC Training Orleans Parish Juvenile Court: The First 30 Days; ABA/Louisiana CINC Trial Skills Building Training for Attorneys; and Service Array/My Community Cares Trainings. The CIP provided the following trainings specifically for judges: Ordering Children into Foster Care from the Bench: Strategizing Alternative Solutions and Act 272 Legislative Update for Juvenile Judges. The CIP provided the following CIP Café’s for judges and legal and child welfare stakeholders, which are one hour training environments held once a month: Louisiana’s Child Welfare System: A Conversation With First Lady Donna Edwards, The ABCs of FTMs, FTPs, FPTMs, & More, Guardianship 101, Child First and Intercept, A Path Forward: Diversity, Equity, and Inclusion in Louisiana’s Child Welfare System, Act 272 Legislative Update for Juvenile Judges, Reasonable Efforts: Overview of the Law and Fiscal Implications, Supporting Parents Through the Child Welfare Process: The Louisiana Parent Partner Program, Do You Have A Problem? Can A Motion Solve That?, Safe v. Unsafe: Assessing Safety in Child Welfare, and Safe v. Unsafe (Part 2): Ongoing Assessment of Safety in CINC Cases.

Through the Children’s Law Advocacy Online website ([clarola.org](http://clarola.org)) provided by the CIP, twenty-one online trainings were provided to child welfare and legal stakeholders on a variety of child welfare topics including: Legal Professionalism in Practice, Avoiding Legal Ethics Pitfalls, Preparing Your Case For Court: Meeting Your Professionalism and Legal Obligations, What’s New In the Indian Child Welfare Act, Mock Hearing Chapter 1, Mock Hearing Chapter 2, Mock Hearing Chapter 3, Mock Hearing Chapter 4, Mock Hearing Chapter 5, Mock Hearing Chapter 6, Human Trafficking of Youth in Louisiana, Permanent Placement of Children in Foster Care, Do You Have A Problem? Can A Motion Solve That?, The ABCs of FTMs, FTPs, FPTMs, & More, Reasonable Efforts: Overview of the Law and Fiscal Implications, Guardianship 101, 2022 Child Welfare Legislative Updates, A Path Forward: Diversity, Equity, and Inclusion in Louisiana’s Child Welfare System, Placement’s Available For Children in Foster Care, Human Trafficking of Youth in Louisiana, Intro to Louisiana’s Act 6, Introduction and Overview for Child Welfare and Legal Stakeholders: CINC Benchbook, and Upcoming Changes to Congregate Care in CINC Cases: Qualified Residential Treatment Programs (QRPTs) and the Court Process.

The CIP co-hosted the annual Together We Can (TWC) Conference, where sixty training sessions were provided on a variety of child welfare topics. There were 96 speakers and 736 child welfare and legal stakeholders that participated in this conference.

The CIP funded the participation of sixteen Louisiana child welfare attorneys to attend the annual American Bar Association (ABA) National Parent Representation Conference and eleven Louisiana child welfare attorneys to attend the NACC Annual Conference.

The CIP supported the following trainings, meetings, and conferences: Juvenile and Family Court Spring Conference; City, Juvenile, and Family Court Judge’s Fall Seminar; Fall Judges Conference, Juvenile and Family Court Judges’ Executive Leadership Training; Political Economy and Access to Justice Judicial Education Seminar; Louisiana Council

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of Juvenile and Family Court Judges (LCJFCJ) Joint and Independent Liaison Meetings, Annual CASA Conference, APSAC (American Professional Society Abuse Children) Colloquium, 2022 South Central U.S. Human Trafficking Conference, Louisiana Children’s Trust Fund Child Abuse Prevention Conference, TBRI Monthly Trainings, Louisiana Children’s Trust Fund Speaker Series including the following topics: Prevention Strategies-Understanding At-Risk Youth; Summer Safety; Back to School—Preventing Bullying & Cyberbullying in Classrooms & Beyond; Watch for the Signs- Youth Suicide Prevention; Strategies for Working with Families Through an LGBTQ+ Lens; Teens and Technology: What Parents Need to Know; The Heart of a Father: Inspiring Responsible Fatherhood to Prevent Child Abuse; Child Abuse and Neglect: Why Prevention is Important and Its Effects on Social and Personality Development; Adolescents and Substance Misuse: Why Should We Pay Attention?; Tackling Human Trafficking and How to Talk to Youth About It; The Effects of Maltreatment on Kids and Families: Ways to Stop Child Abuse Cycles; and Healthy Eating on a Budget.

Child Welfare Law Specialist (CWLS) Certification: CWLS certification is a professional achievement provided by the National Association of Counsel for Children (NACC) that signifies an attorney’s specialized knowledge, skill, and verified expertise in the field of child welfare law. The CIP continued to support Louisiana child welfare attorneys and the quality of legal representation by paying for their CWLS application, renewal, and recertification fees. There are currently twenty-seven child welfare attorneys sponsored by the CIP. Since April 1, 2022, the CIP has sponsored: seven 5-Year recertifications, twenty-three annual renewals, one new certification, and three new applications.

Trust Based Relational Intervention (TBRI) and the Courtroom Project: The CIP partnered with the Karen Purvis Institute of Child Development to create a TBRI curriculum and training specifically for Louisiana child welfare and legal stakeholders that is focused on applying TBRI principles in the CINC court process and at CINC hearings. The training has been provided to the following courts and their stakeholders: East Baton Rouge Juvenile Court, Jefferson Parish Juvenile Court, Orleans Parish Juvenile Court, and 11<sup>th</sup> Judicial District Court in Sabine Parish. A Train the Trainer training was provided to current Louisiana TBRI Practitioners.

Trial Skills Building Project: The CIP partnered with the ABA Center on Children and the Law to create a Trial Skills Building training for Louisiana attorneys to improve advocacy in CINC cases. Attendees learn and role play every aspect of litigation from development of the theory of a case, rules of evidence, qualifying experts and witnesses, all in the context of a CINC case from the Continued Custody Hearing through the Termination of Parental Right Hearing. The training materials include a trial notebook with relevant jurisprudence, evidentiary tips, and other helpful hints for trial practice. Nineteen Louisiana child welfare attorneys were trained by the ABA to be trainers of this curriculum. This one-day training has been provided twice with ninety-one total child welfare attorneys who have attended the trainings.

Title IV-E Reimbursement Project: The CIP partnered with Baldacci Consulting Group, DCFS, and the parent (Louisiana Public Defender Board) and child representation

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programs (Mental Health Advocacy Services (MHAS), Louisiana Bar Foundation (Acadiana and Southeast Louisiana Legal Services)) and district attorney offices to continue to initiate contracts and maximize allowable Title IV-E administrative reimbursement for children who are candidates for Title IV-E foster care or who are in Title IV-E foster care and their parent(s) in foster care legal proceedings. Programs will generate an estimated 2.5 million dollars a year towards improving the quality of legal representation in CINC cases. Funds are being utilized to expand multidisciplinary representation, improve appellate practice, and provide civil legal services.

Multidisciplinary Representation Program Project: Attributes of a High-Quality Multidisciplinary Parent and Child Representation Model were previously developed for Louisiana. The CIP partnered with the Family Justice Initiative (FJI), the ABA, and Casey Family Programs to provide technical assistance to the Public Defender Board, Louisiana Bar Foundation, and child representation programs to implement the model. This included helping parishes identify and overcome barriers to the implementation of the model while providing information about funding options, benefits to the model, and sharing information about successful programs in other jurisdictions. For example, the CIP partnered with FJI and ABA to facilitate a presentation for legal stakeholders about the benefits of the model as well as the potential of becoming an FJI demonstration site. The Public Defender Board was an early proponent of this model. They have had a social worker as part of the team in one parish for over two years now. In addition, four other parishes have added a social worker to their team and two parishes have added a support person to the team. One of the child representation programs is currently in the process of hiring seven social workers for their multidisciplinary teams. That same child representation program participates in the FJI Demonstration Site meetings and collects and analyzes data as recommended by FJI.

Civil Legal Services Project: In partnership with the Louisiana Bar Foundation (LBF), the DCFS, the child representation programs, and the public defenders who represent parents, the CIP created a proposal to establish a holistic multidisciplinary civil legal aid parent representation unit within Louisiana's legal services corporations for direct referrals to be made by the DCFS and Family in Need of Services (FINS). The CIP also solicited input and expertise from other civil legal service programs in New Jersey, Oklahoma, and Iowa, and the ABA Center on Children and the Law to strategize the referral process and discuss best practices. In addition, the CIP consulted with a national expert who provided an Economic Impact Study that showed the social value return on investment that this program could have on Louisiana estimating that the program could decrease foster care cases by 80%. The purpose of this program is to stabilize and lessen further trauma to families and prevent or reduce the number of children entering state custody and mitigate the need for legal representation in CINC cases. The DCFS is still assessing the appropriate timing to partner with the LBF to pilot this program. In the interim, LBF has committed to contract with an agency in each of the nine MCC pilot parishes to hire an attorney and support staff to provide civil legal services to MCC clients. The CIP is partnering with LBF to implement the MCC civil legal services program.

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Children’s Code Project: The sizeable workgroup across the state and profession that developed the Benchbook identified numerous issues in the Louisiana Children’s Code that could be revised to enhance parent and child representation in CINC cases. For example, the law does not require that parent attorneys be appointed on the issuance of an Instanter Order. A Children’s Code workgroup was created to focus on these and other issues to make recommendations to the Children’s Code Committee of the Louisiana State Law Institute (LSLI). In partnership with DCFS, the workgroup proposed changes to the Children’s Code as follows: to incorporate updated CWADM/safety, enhance reasonable efforts provisions, require a Continued Safety Plan Hearing if an Instanter Safety Plan Order is issued, presuming parent indigence for purposes of appointment of counsel for the Continued Custody and Continued Safety Plan Hearings, and more. These proposals ultimately became part of HB 360. The Governor, John Bel Edwards, signed HB 360, which became Act 272 and was effective on 8.1.2022. Since the 2022 legislative session, the workgroup has added two more DCFS attorneys and two district attorneys as members and continued to draft proposals to submit to the LSLI Children’s Code Committee including proposals focusing on the early obtainment of birth certificates to try to reduce permanency delays and judicial findings of fact regarding notice to parties.

My Community Cares (MCC): The CIP partnered with the DCFS, model developer, Mainspring, and My Community Cares local staff and community members to launch and implement the expanded model of MCC to improve service array for children and families as well as prevent entries of children in foster care. Each of the nine MCC sites is located in the parish within the region that has the historically highest rate of child abuse and neglect cases and children entering foster care based on DCFS data, which includes: Caddo, Calcasieu, East Baton Rouge, Lafayette, Livingston, Ouachita, Orleans, Rapides, and Terrebonne. Each site has a lead agency located within or near the neighborhood with the historically highest rate of child abuse and neglect cases and children entering foster care. While each MCC site customizes its own unique approach based on its community, each site has three MCC Parish Staff that partner with families who have lived experience in the child welfare system, community members, the DCFS, schools, healthcare providers, courts, emergency responders, etc. to accomplish the vision and mission of MCC in their community. The three MCC Parish Staff positions include an MCC Parish Director, MCC Connect Coordinator, and MCC Case Manager. Three MCC State Staff positions are responsible for implementing MCC statewide and supporting the nine MCC sites: MCC State Director, MCC State Data and Community Support Coordinator, and MCC State Family Support Coordinator. On Wednesday, March 1, 2023, in Baton Rouge, individuals with lived experience in the child system, MCC State and Parish staff, MCC lead agency Executive Directors, Family Resource Center representatives, DCFS representatives, and judges convened for MCC’s official launch celebration. *See more information about MCC under the Service Array section.*

Louisiana Elite Advocacy Force (LEAF): The CIP continued to partner with LEAF, an advocacy group comprised of former foster youth. The CIP and LEAF previously formed the Youth Voice Workgroup, a multidisciplinary workgroup that consults and supports LEAF in enhancing youth voice and engagement inside and outside the courtroom. Workgroup members include a former judge and representatives from the DCFS, the child

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representation programs, CASA, MCC, and LCWTA. There have been two large projects the group has been working on: a Legal Representation Survey (“survey”) and Court Prep Form (“form”). The survey is for current and former foster youth to anonymously provide information about the quality of legal representation that they experienced. The survey is in both English and Spanish and may help guide future workgroup projects. The form is to help youth express their wishes and needs to the court at each hearing. The form is currently being piloted by two of the Louisiana child representation programs in the northern and southern regions of the state.

Child Contact Information: The CIP partnered with the DCFS to update DCFS policy to require the DCFS to provide contact information for a child placed in foster care to the child’s attorney as soon as the DCFS has confirmation that the program has been appointed to represent the child. This is critical to ensure children attorneys can contact their clients before the Continued Custody Hearing.

Placement/Hospital Project: The CIP partnered with the DCFS to address the issues related to the placement of children in behavioral/mental health care settings (i.e., notification to children’s attorney of admittance/discharge) and to propose a new care setting model for children who need specialized care but not hospitalization.

Motion Practice Project: The CIP created a workgroup of attorneys who are creating template motions and orders to utilize in CINC cases to improve trial skills and motion practice amongst CINC attorneys and increase the quality of representation they provide to clients.

Guardianship: The CIP partnered with the DCFS and numerous child welfare and legal stakeholders to create a guide to educate judges and legal and child welfare stakeholders on guardianship as a permanent plan, including appropriate and funding options (i.e., foster care certification to receive subsidy, Guardianship Assistance Program). The CIP hosted a training on the toolkit that is now available on demand on CLARO.

Family Team Meetings (FTMs): The CIP partnered with the DCFS to update DCFS policy to address concerns regarding notification and involvement of legal stakeholders in FTM meetings.

Policy Academy: The CIP partnered with the DCFS, the Louisiana Department of Health, and many other stakeholders to create policies and processes to support and improve outcomes for infants, children, parents, and caregivers affected by prenatal substance exposure.

Resolution 606 and Race in Child Welfare: The American Bar Association (ABA) passed Resolution 606, which is a call to action for legal and child welfare stakeholders regarding complete race reform in child welfare: (<https://www.americanbar.org/content/dam/aba/administrative/news/2022/08/hod-resolutions/606.pdf>). The CIP has taken the following actions in response to the Resolution: secured a representative from the ABA to present on Resolution 606 at the

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2023 Together We Can Conference, hosting a CIP Café on Resolution 606, convening a subcommittee of the Children’s Law Committee of the Louisiana State Bar Association to discuss actions plans related to Resolution 606, and convening a Resolution 606 Next Steps Team. The CIP also continues to lead a Disproportionality and Disparate Outcomes Committee (DDOC), which is a multidisciplinary committee that meets monthly and collects, tracks, evaluates, and shares data with child welfare stakeholders and the CIP CQI Subcommittee to inform decision-making, training, and strategies around improving racial inequities, disproportionalities, and disparities in child welfare in Louisiana. The DDOC partnered with the DCFS to identify that placement stability for black children in foster care in Louisiana is lower than that of white children, focused on placement stability in the first 30 days of removal by race, and created a white paper to explain the quantitative and qualitative data as well as propose solutions.

CIP Data Map: The CIP started creating a CIP Data Map which will guide CIP CQI processes and strategic plans and CIP data collection and reporting. The CIP Data Map includes indicators for Quality CINC Court Hearings and Quality CINC Legal Representation, data definitions, unit of measurements, and measurement strategies.

EBR Foster Parent Certification FastTrack Training: Partnered with the DCFS to host a FastTrack foster care certification to train 25 new foster parents.

**C. ACTIVITIES PLANNED FOR FEDERAL FISCAL YEARS ASSESSMENT OF OUTCOMES / PLANS FOR IMPROVEMENT:**

**QUALITY ASSESSMENT:** The CWADM model document will serve as a key training tool. The document includes revised definitions of safety and risk, along with a flow of how cases are assessed and decisions made from the point of entry (Intake Call) to the point of a Foster Care case closure. With the revised safety assessment, a document has been created to guide staff with the definitions of all threats of danger and caretaker protective capacities. As we move forward with training, additional tools will be created with the assistance of the Capacity Building Center to successfully implement the model. The CWADM model document was produced, disseminated, and added to the policy management system. Bench Cards were added in the CWADM section of policy providing definitions of threats of danger and protective capacities.

Practice Champions are assigned to all supervisory units throughout the state. They will continue to meet with their assigned supervisory units monthly to review any updates, clarifications, and practice tips. In addition, the Center for States continues to work with the department on messaging and communication. Changes are communicated through emails, policy update webinars, and management and leadership meetings. Weekly calls are held with the Practice Champions to provide updates, provide consultation and build their capacity as experts.

A feedback loop process was developed and included in the CWADM Case Review procedural manual. CWADM Case Reviews and CWADM Case consultations will continue. This is an ongoing consultation and support process. There will be bi-annual reporting and review periods to identify performance trends, areas the CWADM model is

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succeeding and areas that are needing improvement. After each quarter of consultations and case reviews, reports regarding findings will be rolled up and submitted to Child Welfare Manager 2 leads the month following the end of the review period. Those reports will be distributed to State Office Management and Program Leads, State Level CQI and CIP, and to Regional Management. A programmatic meeting will be held the following month to include State Office program leads, the CQI team, and Regional Program Specialists to discuss findings, plan for the exit with the Child Welfare (CW) field staff, and discuss any program needs. Finally, an exit with CW field staff will be held the month after the programmatic meeting twice a year to discuss findings and plans for improvement. Court documents that reinforce the Department’s assessment model in a way that ensures sound, reasonable efforts inquiries by judges and attorneys were created and will be used. A training plan is being developed to train judges and child welfare stakeholders initially and long term.

The Pelican Center/CIP formed a workgroup tasked with the development of a curriculum for legal stakeholders and interdisciplinary partners around the CWADM. The training began October 2020. The training will become part of the CIP training catalog beginning FFY 2021. The court workgroup will meet bi-annually to assess whether updates need to be made to the documents and will make updates accordingly.

**Quality Assessment Plans for FFY 2023:** Case Reviews and CWADM Case Review/Consultations will continue in FFY 2023 as this is an ongoing consultation and support process. Information received from the reviews will be presented during the bi-annual Regional meetings to identify performance trends, areas the CWADM model is succeeding, areas that need improvement and to maintain communications through established feedback loops. Louisiana will continue to provide quarterly progress and data reports after each quarter of consultations and case reviews to State Office Management and Program Leads, State Level CQI and CIP, and to Regional Management. Programmatic meetings will also continue for State Office program leads, the CQI team, and Regional Program Specialists to discuss findings, plan for the exit meetings with the Child Welfare (CW) field staff, and to discuss any program needs. Exit meetings will continue with CW frontline staff to discuss findings and plans for improvement.

The DCFS will continue work to enhance its practice through ongoing trainings and case consultations to reinforce the CWADM model.

**Quality Assessment Plans for FFY 2024:**

The tentative timeline for the planned CWADM phase 2 courses is laid out in the table below:

REGION	In Home Safety Plan, Part 1 (In person)	CWADM REFRESHER 1 Impact of Case History on Decision Making (Virtual)	CWADM REFRESHER 2 Information Gathering (Virtual)	Supervisor Coaching in person (3 modules/ 1 module per month)	In Home Safety Plan Part 2 (Virtual)
Lafayette	Pilot June-October 2022	July 2023	July 2023	January-March 2024 (4 Sups) April-June 2024 (5 Sups)	September-November 2023

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Baton Rouge	October 2022	August 2023	August 2023	January-March 2024 (3 Sups) April - June 2024 (3 Sups)	January 2023
Monroe	November 2022	November 2022	November 2022	March-May 2023	February 2023
Alexandria	January 2023	January 2023	January 2023	March-May 2023	April 2023
Lake Charles	February 2023	February 2023	February 2023	June-Aug 2023	May 2023
Shreveport	March 2023	March 2023	March 2023	June-Aug 2023	June 2023
Covington	April 2023	April 2023	April 2023	September-November 2023	July 2023
Thibodaux	May 2023	May 2023	May 2023	September-November 2023	August 2023

In addition to the above listed trainings, there will be a requirement for CPS supervisors and managers to complete a CWADM Refresher Simulation course, where they will be expected to simulate four different CPS staffings (Investigative Plan Staffing, Safety Plan staffing, Validity staffing and Risk Assessment Staffing) using the skills learned in the CWADM refresher trainings and coaching sessions.

Coaching and refresher courses will continue to take place throughout the state from mid-2023 into mid-2024. As each region finishes their coaching modules, a targeted review process will be established in those regions one month following the last session. For example, in Monroe and Alexandria, coaching modules should be complete at the end of May 2023. In June 2023, a sample of cases from each supervisor who received coaching from March to May will be pulled and reviewed by a consultant using the targeted review instrument. Based on those reviews, feedback on the identified practice pieces will be provided and needed adjustments will be discussed in an individual exit meeting. As the coaching modules roll out across the state, one month following the last session of coaching, a sample will be pulled for each region with cases from each supervisor. The same feedback loop will occur at an individual case level and following that review time frame a report will be provided to that region on practice from all case reviews for their region. Once the rollout is complete and each region receives individual feedback on the targeted reviews, the plan is to complete at least one quarter of the full CWADM review instrument to measure the change in practice from Pre-Phase Two implementation to Post-Phase Two implementation.

An example of a planned timeline for reviews is below. The phased nature of the reviews across the regions matches the rollout of the coaching piece of the Phase 2 implementation.

<b>REGION # of CPS/FS supervisors for region</b>	<b>June 2023 # of reviews per region</b>	<b>September 2023 # of reviews per region</b>	<b>December 2023 # of reviews per region</b>	<b>March 2024 # of reviews per region</b>	<b>June 2024 # of reviews per region</b>
<b>Monroe 6</b>	6	6	6	6	6
<b>Alexandria 6</b>	6	6	6	6	6
<b>Lake Charles 5</b>		5	5	5	5

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<b>Shreveport</b> 7		7	7	7	7
<b>Covington</b> 10			10	10	10
<b>Thibodaux</b> 8			8	8	8
<b>Baton Rouge</b> 6				6	6
<b>Lafayette</b> 9				6	9
<b>Orleans</b> 9				9	9

**WORKFORCE DEVELOPMENT:**

**Quality Contacts Training:** The Quality Contacts training will continue to be part of the new employee training requirements. Managers and Supervisors were required to take the Quality Contacts training in efforts to partner in overseeing this practice.

**New Supervisors Capacity Building Program:** The next cohort of the new supervisors Capacity Building Program will begin May 2021. The training design will resume with the original training content. Classes will resume virtually until approval is granted to conduct in person sessions. The evaluations consists of the following:

- Mentor evaluation of Supervisor;
- Staff evaluation of Supervisor;
- Manager evaluation of Supervisor; and
- Supervisor evaluation of LCWTA Capacity Building Program.

**Workforce Development Plans for FFY 2023:**

**Quality Contacts Training:** The Quality Contacts training will continue to be part of the new employee training requirements. Frontline case workers, managers and supervisors will continue to be required to take the Quality Contacts training in an effort to partner in overseeing this practice.

**New Supervisors Capacity Building Program:** The new supervisors Capacity Building Program will continue. At this time, in person classes have been approved to begin in May 2022. The Department will continue to follow State and Federal mandates pertaining to in-person contacts. The program also consists of the following:

- Mentor evaluation of Supervisor;
  - Staff evaluation of Supervisor;
  - Manager evaluation of Supervisor; and
  - Supervisor evaluation of LCWTA Capacity Building Program.
- A focus group will be conducted with randomly selected members of the experimental group to understand the strengths and needs of the Job Redesign. The groups will include all levels of the child welfare with involvement in the evidence based research.

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- QIC-WD Job Redesign project will close out in August 2022. The DCFS will then analyze all data collected, and complete a final report and presentation to the Secretary and Project Team. This team will explore Louisiana’s options regarding further implementation of the program. This evaluation and report will guide future decisions.

DCFS Workforce Development Division: The DCFS-Workforce Development unit will continue its efforts in mass interviewing along with conducting job fairs across the state in an effort to fill open positions. The DCFS will continue to use the new, shorter interview process, work on the retention plan, and continue the Stay and Wellbeing Surveys.

- The DCFS will continue to advertise for job vacancies at colleges across the state and will continue to develop a new advertising page on the civil service website.
- The DCFS-WD will continue the work to promote pay increases for additional DCFS staff positions.
- During FFY 2023, the CW DEI manager will continue to serve as support to the Assistant Secretary of the Division of Child Welfare. The CW DEI manager will work to coordinate, communicate, and assess the CW workforce, policy, CQI, and federal planning strategies with a DEI compass to strengthen child welfare programs and practice. This will include working with the workforce development unit to promote employee recruitment, job satisfaction, workforce retention, while also promoting effective relationships with community groups and key stakeholders to foster collaboration with workforce initiatives building a cohesive culture and climate. The CW DEI manager will continue work with the LCWTA to support quality training development from a DEI perspective, and may conduct trainings, make recommendations to modify policies and practices, provide guidance, participate in studies and special projects, and serve as a member of national and/or state committees related to child welfare DEI.
  - Engagement of youth, caregivers and other system partners: Policy will continue to be reviewed and revised as needed regarding expectations of Initial Calls, Icebreakers, and Transition Plans on all cases.

Monthly QPI regional, state, and YLC leadership calls will be held to discuss progress, identify and address any upcoming barriers to QPI practices in each region. Regions will continue to track calls, icebreaker meetings and transition planning to increase birth family and caregiver engagement. Monthly reports are submitted by each region indicating compliance and a quarterly roll up of the information is prepared and shared with staff through Leadership meetings and CQI exits. CCWIS staff have been invited to gather relevant information for incorporation into their work.

Managers will continue to be required to participate in and complete the Family Team Meeting (FTM) Manager Evaluation Instruments on all initial FTMs, and enter the information from the instruments into the Redcap data system for tracking purposes.

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DCFS is in the process of developing a report on our dashboard for Managers, Area Director's and Regional Administrator's to utilize, which will eliminate the need for the PMC's having to pull data and State office having to pull monthly reports. The results of the instruments will be compiled and shared with staff in regional CQI meetings. State Office Programs will distribute qualitative reports to the Area Directors and Regional Administrators for identification of trends, issues, and for continuous quality improvement.

In person simulation, lab and program focused on engagement developed in early 2020. The virtual simulation program has been scheduled through March 2021 pending opportunity to return to in person simulation lab and program. Participation in skill building simulation training will be requirement of all new workers. On-going evaluation is incorporated into the simulation-learning program.

Prevention Specialists continue to train staff in Family Search and Engagement in an effort to locate family and kinship networks that could prevent placement of children in Foster Care. Prevention Specialists will continue participating in pre/post removal staffing. The Department plans to meet with Plummer Youth Challenge, Organization and review promising prevention models from Delaware. A site visit is being developed by AECF for particular staff. The Department plans to further educate staff on the role of the Prevention Specialists and how/when to utilize their expertise. DCFS plans to have the Specialist increase "hands on involvement" in cases where they can assist staff to maintain youth in family/kinship networks such as identify/access services, such as wrap-a-round, Family Functional Therapy (FFT), and Multi Systemic Therapy (MST).

**Workforce Development Plans for FFY 2024:**

The DCFS will continue its ongoing and quarterly career fairs in areas with the greatest need. The DCFS will explore expanding the 24/7 Afterhours staffing throughout the state. The OTJT program will be expanding to all regions statewide beginning with the hiring of four new consultants in FFY 2024. The DCFS CIS Team is a critical response team which will be utilized by the Agency as necessary in the event of a crisis. The DCFS will continue to offer and encourage the use of the Life Advisor Employee Assistance Program by Ulliance to all DCFS employees and their eligible family members.

**DEIB Plans for FFY 2024:**

During FFY 2024, the DCFS will continue work to recognize the inequities that exist from marginalized communities and promote monthly DEIB recognition and events. Louisiana DCFS will continue to focus on our core values of treating all people with dignity, compassion and respect, while providing effective service delivery with integrity. The DEIB Advisory council will meet monthly and continue work on the SWOT and PESTLE analysis. The DEIB Unit will promote belonging, workforce wellness, equity and inclusion for all staff as well as the populations served. The DEIB Unit will continue work to create a culture of learning and inclusive excellence where staff members, support programs, and initiatives address the needs of diverse populations. The CW DEIB manager will continue

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to serve as a member of national and state committees related to child welfare DEIB to share the focus of our core values.

The CW DEIB manager will continue to serve as support to the Assistant Secretary of the Division of Child Welfare and work to coordinate, communicate, and assess CW policy, the CQI process, and federal planning strategies with a DEIB compass with hopes to strengthen child welfare programs and practice. The CW DEIB unit will continue to be involved in planning for the Statewide Assessment Teams and ensuring that there is a diverse and inclusive group of internal and external stakeholders on the team. The CW DEIB unit will further work with the workforce development unit to promote employee recruitment, job satisfaction, and workforce retention while also promoting effective relationships with community groups and key stakeholders to foster collaboration with workforce initiatives to build a stronger cohesive culture and climate. The CW DEIB manager will work with the LCWTA to support ongoing quality training development from a DEIB perspective. “Dare to Lead” training will continue along with training in Poverty Immersion in partnership with Dr. Donna Beelge and Communication Across Barriers.

**ENGAGEMENT OF YOUTH, CAREGIVERS, AND OTHER SYSTEM PARTNERS:**

**Engagement of Youth, Caregivers and Other System Partners Plans for FFY 2023:**

- The DCFS policy will continue to be reviewed and revised as needed regarding expectations when engaging children/youth, parents, relatives, and stakeholders.
- The DCFS will continue to conduct Initial Calls, Icebreakers, and Transition Plans on all cases.
- The DCFS supervisory staff will continue to conduct Engagement Survey’s monthly to evaluate and enhance engagements with parents, caregivers, and foster/adoptive parents to continue to build healthy relationships and improve outcomes for all children and youth.
- Monthly QPI regional, state, and YLC leadership calls will be held to discuss progress, identify any barriers to QPI practices. Regions will continue to track calls, icebreaker meetings and transition planning.
- Child Welfare Programs will continue to work with the CCWIS Project Team to ensure documentation of efforts made by staff are captured in Unify and ensure needed reports are captured to identify trends, areas of strengths, and areas needing improvement.
- Services for children, families and youth in all programs will continue to be monitored and tracked.
- DCFS plans to have the Preventive Specialist increase “hands on involvement” in cases where they can assist staff to maintain youth in family/kinship networks such as identify/access services, such as wrap-a-round, Family Functional Therapy (FFT), and Multi Systemic Therapy (MST).
- Managers will continue to participate in and complete the Family Team Meeting (FTM) Manager Evaluation Instruments on all initial FTMs, and enter the information from the instruments into the Redcap data system for tracking purposes.

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- Louisiana DCFS Child Welfare will continue to explore the participation in the Quality Improvement Center on Engaging Youth (QIC/EY). This five (5) year program will help identify barriers and develop effective strategies for engaging youth and improving permanency outcomes for youth.
- Strategies addressing ways judges and legal stakeholders can increase involvement and engagement of children, parents and other stakeholders in hearings, case planning, Family Team Meetings (FTMs), Youth Transition Planning (YTP), Family and Permanency Team Meetings, and Family Preservation Team Meetings (FPTMs) will be developed by CIP.
- DCFS will continue the process of developing a report for Managers, Area Directors and Regional Administrators to utilize, to eliminate having to pull monthly reports. The results of the instruments will be compiled and shared with staff in regional CQI meetings. State Office Programs will distribute qualitative reports to the Area Directors and Regional Administrators for identification of trends, issues, and for continuous quality improvement.

**Engagement of Youth, Caregivers and Other System Partners Plans for FFY 2024:**

The DCFS policy will continue to be reviewed and revised as needed regarding the expectations of engaging children/youth, parents, relatives, and stakeholders.

The DCFS Child Welfare will continue to explore the participation in the Quality Improvement Center on Engaging Youth (QIC/EY). This five (5) year program will help identify barriers and develop effective strategies for engaging youth and improving permanency outcomes for youth.

The DCFS will continue to conduct Initial Calls, Icebreakers, and Transition Plans on all cases. The supervisory staff will continue to conduct Engagement Surveys monthly to evaluate and enhance engagements with parents, caregivers, and foster/adoptive parents to continue to build healthy relationships and improve outcomes for all children and youth.

Monthly QPI regional, state, and other leadership calls will be held to discuss progress and identify any barriers to QPI practice. All regions will continue to track calls, icebreaker meetings and transition planning and the data will be used to guide practice and identify areas needing improvement to develop a plan on providing quality services.

Once a new CCWIS contractor is selected, the Child Welfare Programs will continue to work with the CCWIS Project Team to develop elements needed to document efforts made by staff and to capture in our CCWIS reports information that can assist in identifying trends, areas of strengths, and areas needing improvement.

Managers will continue to participate in and complete the Family Team Meeting (FTM) Manager Evaluation Instruments on all initial FTMs, and enter the information from the instruments into the Redcap data system for tracking purposes.

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The DCFS will continue to explore participation in the Quality Improvement Center on Engaging Youth (QIC/EY) webinars to develop and encourage involvement of youth and others with lived experience the development and implementation of services

**SERVICE ARRAY:**

- CIP will partner with DCFS to implement MCC statewide, including supporting judges in collaborating with their Informal FINS Office, legal stakeholders, Family Resource Center, local DCFS office, service providers, and community members to implement MCC within their jurisdiction/parish, which will include identifying and supporting an MCC lead agency that will have an MCC Parish Director, MCC Connect Coordinator, and an MCC Solution Focused Case Manager and host Community Café's in priority zip codes
- CIP will partner with DCFS to continue to host the MCC state level workgroup representing multiple disciplines and systems will continue to meet quarterly and provide collaboration, communication, and support at the state level to strengthen the capacity of parishes and address state-wide systemic challenges and gaps in services and supports
- CIP will continue to partner with DCFS to conduct the MCC annual assessment to obtain community partners' and service providers' input on gaps in services, resources, trainings, and effectiveness of communication (i.e., social network surveys)
- CIP will partner with DCFS to continue to expand MCC toolkit
- CIP will partner with DCFS to create an MCC overview training, including the purpose of MCC and how to implement
- CIP will provide technical assistance to DCFS regarding judicial and legal stakeholder involvement in MCC
- CIP will partner with DCFS to evaluate the ongoing use of an online management system (i.e., My Community Cares Connection Portal, Unite Us, etc.) to house services, supports, and trainings available and/or to make closed loop referrals between courts, DCFS, other providers, etc.
- Depending on evaluation, CIP will partner with DCFS to create a strategic plan to implement use of online management system
- CIP and DCFS will collaborate with the Civil Rights Section of DCFS, U.S. Department of Health and Human Services, and Office for Civil Rights, and the U.S. Department of Justice to develop a strategic plan to fill gaps in services that raise civil rights issues, including educating legal and child welfare stakeholders on the extent of civil rights violations in the context of child welfare and procedure to prevent and/or resolve civil rights violations.

**Service Array Plans for FFY 2023:**

- The CIP and the DCFS will continue to partner to implement and expand MCC statewide in one parish per region and one city per parish, including supporting judges in collaborating with their Informal Family in Need of Services Office, legal stakeholders, Family Resource Center, local DCFS offices, service providers, and community members to implement MCC within their jurisdiction/parish.

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- The CIP and the DCFS will determine the five additional parishes to implement MCC based on relevant child welfare data and judicial leadership.
- The CIP and the DCFS will form and convene an MCC State Planning Team to determine the long-term organizational home of MCC.
- The CIP and the DCFS will partner with Casey Family Programs and the Blanco Center to establish a CQI process for the new MCC Model.
- The CIP and the DCFS will create an MCC overview training and/or messaging, including the purpose of MCC and how to implement.
- The CIP will continue to provide technical assistance to the DCFS regarding judicial and legal stakeholder involvement in MCC.
- The CIP and the DCFS will continue to collaborate with the Civil Rights Section of DCFS, U.S. Department of Health and Human Services, and Office for Civil Rights, and the U.S. Department of Justice to develop a strategic plan to fill gaps in services that raise civil rights issues, including educating legal and child welfare stakeholders on the extent of civil rights violations in the context of child welfare and procedures to prevent and/or resolve civil rights violations.
  - Quality Legal Representation:
    - CIP will partner with DCFS, the Louisiana Bar Foundation, and other legal stakeholders to evaluate the possibility of establishing a holistic multidisciplinary civil legal aid parent representation unit within the Louisiana’s legal services corporations under the oversight of the Louisiana Bar Foundation for direct referrals to be made by the Family Services Unit of the DCFS and Family In Need of Services Programs, including acquiring funding to support program, creating a referral process and manual
    - If the multidisciplinary civil legal aid parent representation unit is established, CIP will partner with DCFS, the Louisiana Bar Foundation, and other legal stakeholders to create process for making referrals, manual, assessment for DCFS/FINS to use to determine when to make referrals, and other necessary documents
    - CIP will partner with DCFS to develop a process to evaluate success of Foster Caregiver Progress Form and legal guide
    - CIP will continue to partner with DCFS and legal stakeholders to claim Title IV-E funding for legal representation of the State, children, and parents in CINC cases, including other available Title IV-E funding (i.e., civil legal services, social workers, parent/youth advocates, court liaison/support staff, etc.)
    - CIP and DCFS will continue to support the State’s implementation of a multidisciplinary representation model for children and parents across Louisiana, including social workers, parent/youth advocates, and other support staff
      - CIP will evaluate possibility of improving mediation practice for CINC cases, including assessing need, changes to law/policy that may be needed, funding needs, and other states mediation programs
      - CIP will create a strategy to improve motion practice in CINC cases

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**Service Array Plans for FFY 2024:**

- Partner with the DCFS to transition the new MCC state organizational home from the Pelican Center to LPHI.
- Partner with the DCFS and LPHI to support the MCC state staff and parish staff in implementing and expanding MCC and creating a long-term funding sustainability plan for MCC.
- Provide technical assistance to the DCFS, LPHI, judges, and legal stakeholders as state and local MCC implementation continues.

**QUALITY LEGAL REPRESENTATION:**

**Quality Legal Representation Plans for FFY 2023:**

- The CIP will continue to partner with the DCFS and other child welfare and legal stakeholders to evaluate the implementation of the holistic multidisciplinary civil legal aid parent representation unit.
- The CIP will provide the TBRI and the Courtroom and Trial Skills Building trainings.
- The CIP will partner with the children representation programs to improve the Management Information System (MIS)/PRIME system and develop an efficient and effective centralized access point to retrieve live CINC data, all in support of ensuring parents and children have continuous access to legal counsel.
- The CIP will create agreements and/or MOUs as necessary to establish consistent data sharing between CIP and other entities (i.e., the DCFS, etc.).
- The CIP will continue to support the State's implementation of a multidisciplinary representation model for children and parents across Louisiana, including social workers, parent/youth advocates, and other support staff.
- The CIP will evaluate the possibility of improving mediation practice for CINC cases, including assessing need, changes to law/policy that may be needed, funding needs, and other states mediation programs.
- The CIP will create a strategy to improve motion practice in CINC cases.
- The CIP will continue to partner with the DCFS and legal stakeholders to claim Title IV-E reimbursement for legal representation of the State, children, and parents in CINC cases, including other available Title IV-E reimbursement opportunities (i.e., civil legal services, social workers, parent/youth advocates, court liaison/support staff, etc.).
- The CIP will develop strategies to address CFSR Item 13 to determine ways judges (i.e., ensuring meetings are scheduled and all relevant stakeholders are receiving notice) and legal stakeholders can increase involvement/engagement of children and parents (especially of fathers) in hearings, case planning, including notice to and participation of children, parents, CASA, foster caregivers, and attorneys for/at Family Team Meetings (FTMs), Youth Transition Planning (YTP), Family and Permanency Team Meetings, and Family Preservation Team Meetings (FPTMs).
- The CIP will establish a process and plan to collect, track, and evaluate relevant quantitative and qualitative data to develop intentional strategies addressing race equity, disproportionality, and disparities in child welfare to inform decision-making, training, and strategies. The CIP will develop a strategic plan to address

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identified issues regarding race equity, disproportionality, and disparities in child welfare.

- The CIP will evaluate the accessibility for children and parents to join CINC hearings remotely and create strategies to address barriers, and create a best practice guide for conducting remote CINC hearings.

**Quality Legal Representation Plans for FFY 2024:**

Collaborative efforts will continue between the DCFS and CIP to complete the deliverables outlined above. The CIP will also continue to implement its new five-year CIP Strategic Plan. Some of these strategies include:

- Provide continued collaboration with the DCFS to support the expansion and implementation of MCC.
- Continue to partner with the DCFS to provide training and resources to legal and child welfare stakeholders on the CWADM model.
- Partner with the DCFS to increase placement options for children in foster care.
- Partner with the DCFS to improve parent, child, attorney, and CASA attendance and engagement in Family Team Meetings (FTMS).
- Partner with the DCFS to improve the practice of the DCFS sending children's contact information to the child's attorney prior to the Continued Custody Hearing.
- Continue to support the consistent use of all available legal options (court ordered safety plans, protective orders, informal or formal Family in Need of Services, informal adjustment agreements, etc.) to manage safety and prevent children from entering foster care. These efforts will include linking families with legal services to address legal challenges families may be experiencing apart from abuse and neglect.
- Continue to support CINC representation programs in expanding their multidisciplinary representation.
- Continue to submit proposed changes to the Children's Code to improve practice and outcomes in CINC cases.
- Complete the CINC Motion Practice Toolkit.
- Continue to partner with the DCFS, the Louisiana Department of Health, and many other stakeholders to create policies and processes to support and improve outcomes for infants, children, parents, and caregivers affected by prenatal substance exposure.
- Partner with the DCFS and other child welfare and legal stakeholders to evaluate the implementation of a holistic multidisciplinary civil legal aid parent representation unit.
- Provide continued training and implementation of the use of the CINC Benchbook, court documents, and bench cards developed to support the CWADM. Ongoing CQI assessment of court documents and bench cards by CIP and DCFS will occur.
- Partner with the DCFS to update the CINC Benchbook, Bench Cards, and court documents based on new legislation, laws, and policies.

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- Propose updates to the Children’s Code based on issues identified during the CINC Benchbook project.
- Provide TBRI Court Trainings and Trial Skills Building trainings.
- Continue expansion of the representation programs to claim Title IV-E reimbursement of federal dollars for representation of children, parents, and the state in CINC cases.
- To inform decision-making, training, and strategies, improve the CIP Continuous Quality Improvement (CQI) processes, quality indicators, performance measures, and data collection, analysis, and sharing, including creating a CIP Data Map and shared data dictionary and focusing on strategies addressing race equity, disproportionality, and disparities in child welfare.
- Partner with LEAF to create strategies, resources, and trainings to decrease disparities of children and youth voice in the courtroom to improve youth engagement in the CINC process, including conducting a survey with former foster youth and expanding utilization of the youth court prep form.
- Continue to host the CLARO (Children’s Law Advocacy Resources Online) website (<https://clarola.org>) to provide resources and trainings for judges and legal and child welfare stakeholders.
- Continue to host monthly virtual CINC Cafes/Lunch and Learns and other trainings to educate legal and child welfare stakeholders on various CINC topics, including best practices, updates on new legislation, policy, and appellate decisions.
- Develop an introduction to CINC cases and hearings for attorneys.
- Fund the participation of more CINC attorneys to attend the NACC and ABA conferences as well as to receive CWLS certification.
- Continue to host the annual TWC conference for child welfare and legal stakeholders and other judicial and legal meetings and trainings.
- Partner with judges and legal stakeholders and the DCFS to create a simple list of everything DCFS workers should have done/collected prior to the Continued Custody Hearing and other hearings (i.e., had a mental health evaluation conducted, obtained birth certificate prior to TPR, etc.).
- Continue to support Louisiana child welfare and legal stakeholders' response to the ABA’s Resolution 606.
- Partner with the DCFS to address permanency delays due to birth certificates not being obtained timely and update Supreme Court rules to hold courts accountable to decrease continuances
- Partner with the Governor’s Office to host a summit on issues contributing to youth vulnerability with a focus on truancy.
- Continue to support a CIP Peer and Equity Specialist to provide expertise and technical assistance as a parent with lived experience with the child welfare system to further its mission to create an equitable child welfare system and elevate the voice and expertise of parents and families with lived experience.

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- Continue to support a CIP Judicial Fellow to provide one-on-one support and technical assistance to judges.
- Explore with the DCFS whether ICPC border agreements should be created to expedite placement and permanency.
- Evaluate mediation as a prevention mechanism as well as to expedite reunification and/or permanency and increase engagement of children and families when a removal is initially necessary
- Improve partnership and collaboration with Tribes to improve outcomes for children and families; Create a CIP ICWA Subcommittee to collect, track, and analyze data, examine ICWA practices, form a state and Tribal collaboration on Indian child welfare matters, and propose action steps/strategies in response to data trends/outcomes.
- Partner with judges and legal stakeholders to improve appellate practice in CINC cases by providing specialized resources and trainings.

**D. MEASURE OF PROGRESS OF GOALS FOR FFY 2023:**

CFSR Items Requiring Measurement	Item Description	Number of applicable cases <sup>2</sup>	PIP Baseline	RP 1	RP 2	RP 3	RP 4	RP 5	RP6	RP7	RP8
<b>Item 1</b>	Timeliness of Initiating Investigations of Reports of Child Maltreatment (case review)	29	69.0%	<b>81.8%</b>	77.4%	<b>80.6%</b>	53.3%	74.2%	76.9%	70.6%	66.7%
<b>Item 2</b>	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	37	8.1%	17.7%	31.7%	42.1%	2.5%	67.5%	51.4%	55.6%	48.8%
<b>Item 3</b>	Risk and Safety Assessment and Management	65	13.8%	13.8%	36.1%	37.5%	42.4%	51.4%	52%	44.4%	44.6%
<b>Item 4</b>	Stability of Foster Care Placement	40	87.5%	72.5%	77.3%	72.1%	95.5%	93.3%	93.3%	88.6%	72.5%
<b>Item 5</b>	Permanency Goal for Child	39	64.1%	65.0%	61.4%	51.2%	82.2%	83.7%	77.8%	79.5%	75%
<b>Item 6</b>	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	40	25.0%	27.5%	43.2%	27.9%	53.3%	48.9%	31.1%	27.3%	42.5%
<b>Item 12</b>	Needs and Services of Child, Parents, and Foster Parents	65	13.8%	10.8%	29.2%	38.9%	39.7%	50%	48%	40.3%	43.1%

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<b>Item 13</b>	Child and Family Involvement in Case Planning	61	16.4%	12.7%	31.9%	40.3%	51.3%	55%	47.7%	42.1%	45.9%
<b>Item 14</b>	Caseworker Visits With Child	65	46.2%	49.2%	62.5%	63.9%	67.7%	73.6%	80.8%	75%	70.8%
<b>Item 15</b>	Caseworker Visits With Parents	56	16.1%	14.5%	24.6%	31.7%	44.6%	50%	41.4%	38.6%	42.1%

- Approach to Measurement:** Louisiana intends to use Method #1 in Technical Bulletin #9, Retrospective measurement method using the state conducted case review results for the baseline period. The State conducted its own Child and Family Services Review (CFSR) and used the same sampling plan and case review process outlined for Round 3 to report ongoing progress in the Program Improvement Plan (PIP). The State will use CFSR onsite review findings as baselines. Such reviews are aligned with the ongoing statewide CQI monitoring approach. The State intends to use a six-month review period.
- Data Collection Instrument:** The CFSR Onsite Review Instrument (OSRI) will be used to determine compliance. Data will be collected using the OSRI in the Online Monitoring System (OMS).
- Measurement Location/Sites:** Statewide random sample (no stratification)
- Case Review Schedule:** Louisiana plans to review the minimum number of 65 cases during the six-month case review period: 40 out-of-home cases and 25 in-home services cases. The state will use a statewide simple random fixed sample to select the 65 cases. The state has reviewers in all of its regions who will review cases and conduct interviews across the state simultaneously based on the statewide random sample. Reviewers will cross-regions as necessary to control for the randomness of the sample.

The State is divided into nine regions: Orleans, Baton Rouge, Covington, Thibodaux, Lafayette, Lake Charles, Alexandria, Shreveport, and Monroe. The sampling frame includes all geographic areas of the state and is representative of the child welfare population served and the major metropolitan area identified as New Orleans. The expected number and percent of cases to be included for the major metropolitan area is seven cases (10%) of the sample. *\*Refer to the Louisiana DCFS CQI Procedures Manual for additional details.*

- Sampling Methodology:** The proposed sampling methodology follows a 6-month cycle. This is consistent with the current ongoing case review process being conducted in Louisiana. In Home Services, cases have an additional 45-day parameter. *\*Refer to the Louisiana DCFS CQI Procedures Manual for additional details.*

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Review Period	Sampling Period	Period Under Review
October 2018-March 2019	October 1, 2017 – March 31, 2018 (Out of Home) October 1, 2017 – May 15, 2018 (In-Home)	October 1, 2017 - Date of Review
April 2019-September 2019	April 1, 2018 – September 30, 2018 (Out of Home) April 1, 2018 – November 14, 2018 (In-Home)	April 1, 2018 – Date of Review
October 2019-March 2020	October 1, 2018 – March 31, 2019 (Out of Home) October 1, 2018 – May 15, 2019 (In-Home)	October 1, 2018 - Date of Review
April 2020-September 2020	April 1, 2019 – September 30, 2019 (Out of Home) April 1, 2019 – November 14, 2019 (In-Home)	April 1, 2019 – Date of Review
October 2020-March 2021	October 1, 2019 – March 31, 2020 (Out of Home) October 1, 2019 – May 15, 2020 (In-Home)	October 1, 2018 - Date of Review
April 2021 – September 2021	April 1, 2020-September 30, 2020 (Out of Home) April 1, 2020 – November 14, 2020 (In-Home)	April 1, 2020-Date of Review
October 2021 – March 2022	October 1, 2020-March 2021 (Out of Home) October 1, 2020 –May 15, 2021 (In-Home)	October 1, 2020-Date of Review
	The data for RP9 was not captured during the transition and reallocation of duties of the CQI team.	

- **Minimum Applicable Case Counts:** The State has implemented a process to monitor the applicable case counts four times throughout the six-month review period to ensure the minimum number of applicable cases are reviewed. A monitoring instrument was developed and will alert managers if additional cases need to be added at different stages throughout the review period. Additional cases will be added to ensure minimum applicable case counts are met.
- **Case Review Process:** *\*The Louisiana DCFS CQI Procedures Manual has additional details.*
- **Stakeholder Participation:** The DCFS engaged various stakeholders in the review of data and development of strategies, goals and action steps to improve outcomes of safety, permanency, and well-being. Stakeholders included social service directors from federally recognized tribes, the consumer and community stakeholder group and the state level CQI team. Feedback from the regional CQI quarterly case review exit-interviews was used to inform this process, as were other collaborative efforts. Other stakeholders include: law enforcement, Judges, Attorneys, CASA, health and mental health professionals, parents and representatives of parent groups, former victims of abuse and neglect, and individuals who work with individuals with disabilities and homeless children, CIP, etc.

**E. STAFF TRAINING, TECHNICAL ASSISTANCE AND EVALUATION:**

**Staff Training:** See Section 7 of the APSR, *Training Plan*, pgs. 436-469.

**Technical Assistance & Evaluation:** Training and technical assistance provided to the regions will include: Policy development; On-site training; Distance learning opportunities [pre-service and in-service]; Pilot programs; Program specific training; Practice

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evaluation; Training identified through surveys and needs assessments; Case staffings; Facilitated meetings; Supervision and case management in regions with critical shortages of staff due to high turnover; Modeling; Coaching; and, Mentoring of field staff and supervisors statewide. The Department of Children and Family Services (DCFS) executive management and Child Welfare (CW) executive management conducts meetings with field staff at least once per quarter to discuss performance, workforce development and other identified concerns.

**F. IMPLEMENTATION SUPPORTS:**

Additional details related to the implementation supports listed below are included throughout this plan.

Additional details related to the implementation supports listed below are included throughout this plan.

1. CW staff will continue in work with Casey Family Programs and AECF to achieve change in the areas of focus outlined in the Collaboration section of this plan.
2. CW management work with Youth Villages for changes to the Teaming process to develop workforce skills to engage families, youth and stakeholders in the case planning process.
3. Program staff work with regional staff statewide on the implementation of pilot programs and practice changes to achieve the objectives outlined above regarding the CFSP goals.
4. Louisiana Child Welfare Training Academy (LCWTA) – Child welfare staff will continue to work closely with the LCWTA (which is a collaborative effort with the Court Improvement Project, Pelican Center and the Universities Alliance) to ensure staff receive the most appropriate and effective training. This will include the development of supervisory and management mentoring skills and planning to support ongoing knowledge and skill development for staff on-the-job.
5. The DCFS Child Welfare System Development Project is moving forward to achieve the complete replacement of the CW legacy mainframe systems, which includes CAFÉ, ACCESS, FATS, QATS, and TIPS and works to develop a Comprehensive Child Welfare Information System (CCWIS). This team, made up of CW staff, continues to work closely with other staff in the fulfillment of this work.
6. CQI Process – The data obtained and utilized in the PQI/CQI case review process, and provided to regional staff via exit interviews is critical to measuring success. The CQI process allows for solicitation of and provision of information and data on department progress in achieving department goals from/to stakeholders.
7. Federal Partnership - DCFS relies on the support and expertise of the Dallas regional Children’s Bureau staff in all CW program planning efforts and practice changes. This partnership is critical in providing guidance in aligning Child Welfare funding streams where common threads exist and where work efforts can be merged to maximize accomplishment of department goals.
8. The Department will be working with the Child Welfare Capacity Building Center for States and the Capacity Building Center for Courts for technical assistance to

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improve practice in efforts to achieve the department goals outlined in the CFSP and the PIP.

9. DCFS will continue collaboration on workforce development with the QIC-WD.
10. DCFS will continue governmental and private partnerships developed through years of collaboration, DCFS Internal and External Advisory Committees, Louisiana Fosters, and PIP development to maintain a robust focus on family engagement with stakeholder ownership and investment in teaming to achieve better outcomes for the children and families served through the Child Welfare continuum.
11. Collaboration with the Children’s Justice Act and Children’s Trust Fund will remain vital to coordinated work efforts in serving Louisiana’s children and families and building or maintaining critical partnerships in this work.
12. Continued development of Kinship Navigator Services to ensure kinship caregivers of children have access to the resources they require to care for their family children will support the long-term safety, permanency and well-being of children.
13. Ongoing work with contract providers through the Family Resource Centers funded by the PSSF funds and the Chafee Foster Care Independence Program providers funded by Chafee funds will be focused on revamping contract terms and the service array provided through those providers to align with department goals as well as implementation of the federal Families First legislation in Louisiana.
14. Ensuring implementation of the Extended Foster Care program, the Extended Guardianship Subsidy program and the Extended Adoption Subsidy program will provide supports to older youth exiting foster care to ensure their safety, permanency, and well-being as well as promoting success in adulthood, which should support safety, permanency and the well-being of their own children.
15. The Department will continue the New Hire Screening and Selection Process to develop a more stable and committed team of Child Welfare professionals.

**G. Timeline for Implementation:** The majority of the work efforts outlined for enacting the State’s vision in the 2020-2024 CFSP will follow the timeline established through the PIP, and have already been initiated. Through PIP reporting and APSR reporting, updates will be provided on progress. After the timeframe for the PIP the department will continue efforts to ensure sustainability of change through ongoing evaluations, monitoring and continued staff skill building to fully integrate the practice developments long-term. This will include identification of challenges and barriers, which may necessitate re-evaluation of the PIP and CFSP for changes due to unforeseen problems, funding, collaboration difficulties, governmental developments, etc.

#### **SECTION 4 – SERVICES: CHILD AND FAMILY SERVICE CONTINUUM**

**A. CENTRALIZED INTAKE (CI) PROGRAM:** A CI system was developed by DCFS in 2011. The Department provides a toll-free, statewide child abuse reporting hotline number (1-855-452-5437) that is available 24 hours a day, 7 days a week (24/7). The hotline is operated by Child Protection Services (CPS) teleworkers who work from home and are domiciled throughout the state. The Centralized Child Abuse Hotline is operated by approximately 46 Intake Teleworkers, 10 supervisors, three Child Welfare Managers, a

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Child Welfare Consultant, a Program Manager 2, and two support staff. Staff is selected based on the following guidelines/qualities:

- Experience in the CPS Program;
- Proficient in TIPS/ACCESS searches;
- Excellent computer, writing and typing skills;
- Ability to multi-task such as entering data, interviewing the reporter and searching for the client in TIPS and ACCESS;
- Excellent speaking and communication skills.

Quality Assurance:

- Customer Service: Assessing response to callers for courtesy, responsiveness during call and provision of information on resources, as needed.
- Call Response Metrics: Analyzing and improving our response time to calls, specifically:
  - Maintaining an average speed to answer four minutes or under
  - Meeting 85% goal or higher of calls answered directly by intake workers.

Customer Service: In order to provide an ongoing assessment of customer service, a child welfare consultant, not assigned to CI, reviews a minimum of 20 intake calls per month. The consultant evaluates the following areas:

- Courtesy greeting with identification by name and DCFS Hotline;
- Displaying a manner of professionalism and politeness throughout the call;
- Call flow and information gathering is professional and absent of long pauses or when pauses occur, providing an explanation to the caller of current action/activity;

This program involves skilled, prompt and sensitive intake services in response to reports of abuse and neglect in families, foster homes, day care centers, registered family day care homes, and restrictive childcare facilities. Each intake is dispositioned as determined by law and Departmental policy. *For additional information on Centralized Intake (CI), please refer to the CAPTA portion of this plan.*

**Centralized Intake Update FFY 2021:** The activities planned for FFY 2020 were continued. These activities included a focus on accommodating the increase in online mandated electronic reports of abuse and/or neglect. The unit restructured the workflow of the current workforce to meet timeliness goals of answering calls and online mandated reporter portal intake entry this FFY. The restructuring had to balance “peak time call volume” with entering the portals. There are challenges as the on-line reporters often need follow up calls to get vital additional information needed to make good decisions. This can increase the time of entry thus reducing the number of available staff for calls.

Due to budgeting restraints, no permanent staff could be reallocated during this reporting timeframe, FFY 2020. An increase of five (5) intake workers and one (1) supervisor has been requested for the current SFY. However, five (5) Working as needed (WAE) intake workers (former DCFS staff) are used as a measure until the budget allows the addition of permanent staff.

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**Centralized Intake Update FFY 2022:** Centralized Intake focused on enhancing a formal redesign of the quality assurance process and providing a feedback/training loop for trends identified. The Child Welfare Consultant in collaboration with CI Management Team enhanced the Worker Orientation training for new hires, transfers and current staff. Management staff and a Child Welfare Consultant continued the redesign of the intake Quality Assurance processes with a focus on competency development to include measurement and identification of trends through the collection of data from call reviews by supervisors, state office reviews, and management reviews of intake reports, and daily supervisor's End of Shift reports.

In-service training and live feedback have been utilized for trends identified in weekly unit briefings, supervisors' monthly unit meetings, and individual conferences. In addition, daily management reviews of intakes provide real-time feedback for the intake case specific to the intake worker and supervisor who dispositioned the intake. This includes written feedback by e-mail and follow-up discussion if needed with the rationale for the decision/disposition. QA information collection also included identifying trends and capturing the data from the daily End of Shift trends both individually and unit wide. Implemented Child Welfare Consultant monthly meetings with the management team.

**Quality Assurance and Training:** Centralized intake implemented a structure to develop and transfer QA trends to practice improvement. It included implementing weekly mandatory unit-wide participation; in-service briefings focused on core areas of intake responsibilities and included technology and troubleshooting skill-building, competencies in information collection, allegation usage and understanding definitions, and decision-making. These in-service briefing topics provide feedback and a transfer of learning opportunity for all staff. The unit has been using virtual learning opportunities through zoom presentations and recordings. The recordings are stored in the share center and available for future viewing by the current workforce and new hires. After each briefing, a real-time review helps measure the success of those briefings.

The Intake Manager Unit and Change Champions worked with CCWIS development teams and Unify in the development of the Intake module for CCWIS. Two major focuses include a redesign of the mandated on-line reporter portal (MRP) designed to capture sufficient information to improve the quality of on-line intake reports and will capture relative and needed information, thus contributing to good assessments and decision making. This redesign aligns with the information an intake worker would gather during a call. In addition, another important change was a formula design that auto-calculates a risk level value. The addition replaces a manual interpretation of policy to make risk assignments more consistent.

Other features have been identified in which the use of these features will result in more consistent practice, reduction of user errors, and up-to-date technology improvements that will reduce manual processes and redundancies. For example, a google address feature search that populates all associated persons to that address.

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**COVID19 Impact on Hotline:** There was a significant decrease in speed to answer and increase of calls going directly to an intake worker, especially during schools' virtual classes. With this decrease there were less abandoned calls and a decrease in the average speed to answer during the pandemic. Time in reviewing and assigning a disposition decreased in time. This appears to support the need for an increase in workforce allocated to the hotline unit which would reduce abandoned call, a decrease in wait time, and timely supervisor and disposition of intakes.

**CI Activities Planned for FFY 2022:** Curriculum Development for new hires and ongoing training for all staff assigned to Centralized intake. The QA structure, including redesign from FFY 2021, will continue. This redesign will improve the feedback loop for continued learning. The agency is moving forward with implementing a full CCWIS system. Intake will continue to provide input to CCWIS development as it pertains to intake.

**Centralized Intake Planned Activities FFY 2023:** The goals for FFY 2023 will be a focus on critical thinking skills, custody status and safety, prior DCFS history and decision-making competencies, and skill-building. In addition, there will be continued implementation of Quality Assurance processes and exploration of other core Quality Assurance processes and practices to incorporate into the current framework.

**Centralized Intake Update FFY 2023:** The Centralized Intake unit was allocated another Child Welfare Manager 2. The unit separated operations and program development with the new manager overseeing the program part of the unit. The vision for this position is oversight, further development of QA, Competency Training, and Policy Management. One consultant was also added to the unit whose primary focus is dedicated to QA and Training.

The Department has requested more worker positions, supervisor positions, and an additional Child Welfare Manager 1. The increase in worker positions will help to meet the need to reduce wait times, callbacks, abandoned calls, and lower supervisor queues which will increase the timeliness of intake approvals and reduce delays to the local offices. With this increase, the unit will operate in real-time which is a challenge now given the limited workforce capacity.

During FFY 2023, the DCFS identified a need for a more extensive and structured review process. QA instruments were developed to focus on all levels of competencies and provide a structure and feedback loop for ongoing learning, training, competencies, and professional growth. The Centralized Intake Call Review Instrument was developed and implemented in December 2022 to assess the quality of the centralized intake calls including assessment of customer service skills and ability to gather information from the reporter. Quantitative and qualitative information is gathered through yes or no questions and additional comments by the consultants who review the calls. The Centralized Intake Call Review Instrument data has been utilized to identify training and consultation needs, improve staff skills in information gathering, and enhance the quality of the information gathered to allow for better decision making. The average number of Centralized Intake Call Review Instruments completed is per month is 145 reviews.

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On August 26, 2022, the Department was notified by the Louisiana Legislative Auditor that an audit focused on program evaluation and other studies would be conducted to evaluate the efficiency, effectiveness, and operations of state programs and activities. Centralized Intake was one of the state programs selected for an audit.

On January 4, 2023, the focus of the first phase of the audit process included data for the hotline, analysis of accepted reports, distribution of priority levels, and mandated reports. The second phase focused on the fieldwork analysis which included staffing sufficiency, ease of reporting to the hotline and the mandatory reporter portal, timeliness of intake report processing, compliance of intake case dispositions with policy, relevant laws, regulations, and trends in the number of reports made by mandatory reporters, and evaluation of the training requirements for mandatory reporters.

The preliminary report was completed on April 28, 2023. The final results are tentatively expected in June of 2023.

**Centralized Intake Planned Activities FFY 2024:** The DCFS will work to improve competencies through the redesign and development of a curriculum for new worker orientation and ongoing training for all staff through training modules. This will be driven by the data collected through the QA process, which includes random reviews of intakes, managerial and consultant reviews, consultant call reviews, and the inquiry mailbox.

In FFY 2024, the DCFS will restructure the location of policy to reduce confusion and the multiple references throughout the policies in various sections. Feedback and reviews have identified unclear policies and/or misinterpretations. The goals are clarification, location, and clearness for the user of the policies.

The New Worker Specialized Intake Orientation and other Centralized Intake trainings will return to in-person.

- B. CHILD PROTECTIVE SERVICES (CPS):** CPS is a legally mandated, specialized social service for children who are neglected, abused, exploited, or who are without proper custody or guardianship. The services include an assessment to determine if the child(ren) have been abused or neglected; a determination, if possible, of the person(s) responsible for the injury or harm; an assessment of the severity of the harm; an assessment of the current safety of the child in the home or facility and determination of whether a safety plan/intervention is needed to protect the child from harm; an assessment of future risk of possible harm; provision of emergency services as needed; and participation in court hearings, and timely referral to other programs and/or community service providers in order to protect the child(ren) or otherwise serve the families.

**CPS Update FFY 2021:** DCFS is committed to improving the assessment and decision making around risk and safety. As part of our federal program improvement plan, the Child Welfare Assessment and Decision Making Model (CWADM) was developed and implemented in January 2020 by DCFS to identify abuse and neglect, along with the needs and strengths of children and families, so that the best decisions are made with and for

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families. The model streamlined our safety assessment processes into one Form 5 Safety Assessment used by all primary programs, which assess all three-core components of safety, including threats of danger, child vulnerability and caretaker protective capacities. The implementation of the model included retraining staff on assessing safety and risk, all geared to enhance CPS worker' competency level to assess and identify safety and risk, implement an appropriate safety plan when needed, and ensure the services offered to children and families address their needs to enhance protective capacities. The first level of the training included an overview of the CWADM model and Form 5 Safety Assessment to all staff and occurred in December 2019. The training included an overview of the model, highlighting anticipated changes in each program's systems, policies and practice. The DCFS completed CWADM Trainers and Practice Champions kickoff on December 12, 2019 to introduce the role of trainers and practice champions for the CWADM model. Louisiana began CWADM and Safety in Child Welfare online training in January 2020 to provide a roadmap of case assessments and safety decisions in Child Protective Services. CWADM Model and Safety in Child Welfare in person training revamping efforts began in March 2020 due to COVID-19. Training for the CPS units occurred February 2-12, 2021 regarding the Form 5 Safety Assessment.

The DCFS developed virtual CWADM Level 2 Training and the training was completed in October 2020 through December 2020. The virtual training is an advanced CWADM training for Managers and Supervisors. The CWADM process included initiating a case review process that began on November 20, 2020 and case consultation that began on November 30, 2020 to reinforce the core safety and risk and provides direct feedback to staff, and identifies systemic issues to inform training and further changes needed to enhance practice. CWADM Level 3 Safety Assessment Overview Online training completed by all staff from December 17, 2020 through January 31, 2021. Comprehensive Unit Based CWADM Application for CPS scheduled in February 2-12, 2021 for CPS units in Louisiana. CPS units in Louisiana completed trainings from February 23, 2021 through March 10, 2021 with the Family Service units. Ten sessions were completed with seven trainers, 29 CPS and FS units completed trainings.

**CPS Activities Planned 2022:** DCFS is committed to improve the assessment and decision making around risk and safety by continuing efforts of successful implementation of the Child Welfare Assessment and Decision Making Model (CWADM). Trainings will continue to ensure staff and stakeholders have a clear understanding of how safety, risk and service needs are assessed and addressed throughout the life of a case and affect daily decision-making. CPS trainings for CWADM will include more in depth training on safety planning. The CWADM Case Reviews will continue to monitor quality of assessments and decision-making and measure compliance and adherence to policy requirements. CPS will utilize the information to identify areas needing improvement and practice issues. Case Consultation will continue to reinforce the CWADM model, to provide direct feedback to and from staff, and to identify systematic and practice issues to inform the problem solving process and to provide training and further changes needed to the CWADM model to enhance practice.

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In addition, in an effort to further incorporate the CWADM model into daily practice both internally and with our legal stakeholders, court orders and reports have been developed and/or revised to reflect the core definitions and concepts of the model. These documents are a result of an extensive amount of collaborative work with the Louisiana Supreme Court's Court Improvement Program, the Pelican Center for Children and Families, and other legal stakeholders across the state for at least one year. The documents/templates reflect this collaborative effort by weaving together child welfare practice with the state and federal requirements for each proceeding. The documents will be implemented on March 1, 2021 and DCFS will continue to work with staff and legal stakeholders to achieve consistency across the state with our child welfare practice and legal proceedings.

CPS units are scheduled to participate in CWADM Model trainings April 21, 2021 through May 7, 2021. Ten sessions are scheduled with six trainers and 24 units identified.

**CPS Update FFY 2022:** The DCFS continued to implement the CWADM Model to improve decision making regarding the assessment of risk and safety. Louisiana DCFS continued to monitor the quality of assessments and decision-making, measure compliance and adherence to policy requirements through the CWADM Case Review process.

During the FFY 2022, Child Welfare Consultants reviewed a total of 70 CPS cases. The results of the CPS- CWADM reviews indicated areas consistently shown to have the most need for support were information gathering related to collateral interviews, the assessment of Adult Functioning and assessment of caretaker protective capacities (CPC). Outcomes of the reviews were shared on both an individual case basis with frontline staff as well as bi-annually during Regional CQI meetings creating feedback loops for improvement.

In March 2021, the DCFS along with the Court Improvement Program, child welfare and legal stakeholders implemented statewide, model bench cards, court documents, court orders, and alternatives to removal documents that aligned with the new CWADM model. The implementation incorporated training for legal stakeholders on the identification of safety threats, child vulnerabilities, and parental protective capacities, and assisted in reinforcing safety and risk principles and supports for timely permanence.

To further enhance practice by CI and CPS workers, the DCFS worked to address current trends. These trends were identified and work began to address these concerns including verifying custody status of children, incorporation of open investigations with new information, gathering of information during intake and investigation, continued collaboration with law enforcement agencies and sending reports to law enforcement agencies when the report received does not meet the legal criteria for a DCFS investigation. Policy updates were completed on safety planning, provisional custody by mandate, and additional information/new reports. The DCFS also hired a CWADM consultant to help in the implementation of the CWADM model.

The Department of Children and Family Services implemented the Child Protective Services (CPS) Centralized Decision Making (CCDM) Model in July 2021. CCDM was designed and implemented based on a model currently in use in the State of Idaho. The

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primary goal of the CPS Centralized Decision Making Model is to improve the quality of practice and timeliness in case closures. When a report of child abuse and neglect has been made to the CPS Hotline and accepted for investigation, the worker is required to make contact with the family within the assigned response priority. During the initial assessment with the family, if the assessment determines all children are safe and the case is determined to be invalid, the worker can call the CCDM line and staff the case with Consultants who will review the information gathered from the assessment and close the case in real time. This allows for a quick closure of cases, decreases backlog cases and moves cases from their caseload and thus creates less stress for the worker. It also allows the worker and supervisor to spend more time of cases that require more attention and intervention. The CCDM Consultants are current employees with the Department and have experience in CPS and multiple programs administered by the Department. The Department has also contracted with retired DCFS employees who have the same experience as the agency employees to assist with the Consultant line. At this time the case closure rate for safe/invalid cases is at 88% for cases called into the CCDM Consultation line. Currently, CCDM is currently activated in five parishes, Jefferson, Orleans, Rapides, Vernon and Livingston.

**CPS Activities Planned 2023:** The DCFS will continue work to enhance its practice through ongoing trainings and case consultations to reinforce the CWADM model. Case reviews will continue to provide insight on areas of improvement and practice issues. Training will be provided through case consultations to address changes to the CWADM Model, improve safety-focused practice and improve risk and safety assessment skills to enhance the Agency's overall practice.

CPS consultants will continue to work on and develop trainings for new CI and CPS employees during the new worker orientation training, refresher courses for all staff to reinforce CPS policy related to safety planning, verifying custody, completing through assessments, and ongoing collaboration with the CAC and law enforcement. Training will also be offered and required on specific topics including Human Trafficking and Sexual Abuse. The CWADM consultant will work on the second phase of CWADM to develop learning and practice application strategies for reinforcing and continuing to build the competencies of workers and supervisors in safety assessment and planning including information related to legal processes available to manage safety. Case consultation from Regional Program Specialists will also continue to strengthen consistent practice in assessing safety and determining the most appropriate safety plan action.

The Department has contracted with the Change and Innovation Agency and will assist with the continued state wide roll-out of CCDM. The Change and Innovation Agency worked with the State of Idaho to implement this program in that State.

**CPS Update FFY 2023:** The DCFS continued work to enhance its CPS practice through ongoing trainings and case consultations to reinforce the CWADM model. Training began on CWADM Phase Two through coaching and case consultations. Coaching and case consultations provided learning and practice of application strategies to help reinforce and continue building upon the CWADM competencies of workers and supervisors. The focus of CWADM Phase Two has been on safety assessment and planning including information

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related to legal processes available to manage safety, improved safety-focused practice and improved risk and safety assessment skills to enhance the Agency's overall practice.

CPS consultants continued to develop and implement trainings for new worker orientation training and refresher courses for all staff to reinforce CPS policy. These trainings are focused on safety planning, verifying custody, completing thorough assessments, and ongoing collaboration with the CAC and law enforcement. Training was offered and required on specific topics including Human Trafficking and Sexual Abuse. Case consultation from Regional Program Specialists continued to strengthen consistent practice in assessing safety and determining the most appropriate safety plan action.

Central Consult Decision Making (CCDM) has expanded across the state to Lafayette, Thibodaux, Baton Rouge, Lake Charles, Alexandria, Orleans and Covington regions during FFY 2023. This process, where case workers call a centralized team of highly experienced consultants to document cases for closure where all children have been assessed as "safe" and the case has been determined to be "invalid", has continued to help in reducing caseload sizes and allowing the worker to focus their time and attention on families with valid cases. This also allows local supervisors to spend more time with caseworkers on investigations where children are unsafe, or where the case is valid for abuse/neglect, and/or where ongoing services from DCFS are needed.

During FFY 2023, the DCFS CPS added a pilot position with the responsibility of assigning and/or reassigning accepted reports of suspected child abuse and/or neglect and to ensure timely assessment of child safety. This pilot started in Baton Rouge (Region 2) and the surrounding areas including East Baton Rouge, East Feliciana, Iberville, Pointe Coupee, West Baton Rouge, and West Feliciana parishes. The expectation was that this Regional CPS Consultant (RCC) would review all intakes, assign cases for investigation, identify in the assignment if the case appears appropriate to refer for a CAC or joint investigation (with law enforcement), forward any intakes needing review back to Centralized intake (CI), and refer intakes to Law Enforcement (LE) as per local office procedures. This position has now started to expand across the state to other regions. Each region has or is in the process of interviewing/hiring for this position.

In an effort to expand and strengthen partnerships with Law Enforcement and our investigative process, the DCFS started the Child Protection Team Model in Baton Rouge Region. As part of a larger project, up to ten staff will eventually relocate to the Family Justice Center in the Baton Rouge Region. The Family Justice Center currently focuses on Domestic Violence, but is expanding to include Child Welfare. These DCFS staff will be co-housed at the Family Justice Center with members of Baton Rouge Police Department and East Baton Rouge Sheriff Office.

In the fall of 2022, the DCFS also added another contract pilot program to include nurses in the field. The goal of the Louisiana CPS Nursing Program was developed to provide medical and clinical expertise to ensure that:

1. Workers are given guidance and support on medical components of children on their cases as well as health and safety goals for the child.

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2. Families have needed resource supports in place to care for substance exposed and/or medically-fragile children.
3. Children with unstable/inadequate medical care are identified and established with appropriate providers.
4. Proper interventions using nursing diagnosis and evidence based practice standards to keep children medically safe across the continuum of child welfare.
5. Courts have a holistic picture of the case that includes medical issues and safety concerns.

This program’s primary purpose was not a forensic examination, such as the diagnosis of physical symptoms or signs of abuse and neglect. The nurses were also not expected to detect child health conditions that mimic child maltreatment. Instead, the nurses focused on helping the CPS staff identify and meet unique safety concerns related to child health conditions, including identifying and securing community and/or medical referrals, liaison between CPS and medical entities, and providing medical education to families. The CPS Nurses have been provided training in sentinel injury detection by child abuse physicians and can help examine infants under the age of eleven months for oral injuries and other subtle injuries that signal that the child is at higher risk of physical abuse. At this time the DCFS is assessing this program, which is currently a contract for the Baton Rouge Region only, to determine its viability for expansion and sustainability funding.

<b>Cases Referred for Louisiana CPS Nursing Program July 2021-May 2023</b>	
<b>CASE OUTCOME</b>	<b>NUMBER OF CASES</b>
Closed	154
Submitted for/Pending Closure	2
Closed to Family Services	15
Closed to Foster Care	14
Foster Care	3
Open	163*
Open-Foster Care	1
<b>TOTAL</b>	<b>352**</b>

\*some cases may be pending closure/need feedback from worker

\*\*2 cases were duplicate cases

**CPS Activities Planned 2024:** The DCFS will continue work to enhance its CPS practice through ongoing trainings and case consultations while reinforcing the CWADM model. CWADM Phase Two tools, case consultation and coaching will be used to continue to strengthen consistent practice in assessing safety and determining the most appropriate safety plan action. CPS consultants will continue to work on and develop trainings for new CI and CPS employees and reinforce CPS policy related to safety planning, verifying custody, completing through assessments, and ongoing collaboration with the CAC and law enforcement. Training will continue to be offered and required on specific topics including Human Trafficking and Sexual Abuse.

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During FFY 2024, the Regional CPS Consultant (RCC) position will continue to expand to each region of the state. The DCFS will also continue to assess the CPS Nursing Program, which is currently a contract for the Baton Rouge Region, to determine its viability for expansion and sustainability funding.

- C. **STATE AND CENTRAL REGISTRY (SCR)**: The DCFS conducts State Central Registry (SCR) clearances on individuals as dictated by law. The State provides individuals with the right to appeal child abuse and neglect validity findings. The following services are provided through this program:
1. Tiered Validity System – Each valid allegation will be assigned to a specific Tier, which will determine whether the incident/perpetrator is placed on the State Central Registry or the state repository of abuse/neglect investigations, and for how long the incident/ perpetrator will remain on the SCR.
  2. Due Process – All individuals who were/are found to be a perpetrator of a valid allegation of abuse/neglect have the ability to appeal their finding to the Division of Administrative Law if their appeal rights have not been exhausted. This is handled through the Protective Services Review Team (PSRT).

**SCR Update FFY 2020**: The DCFS continues to conduct State Central Registry (SCR) clearances on individuals as dictated by law. In 2018, the Tiered Validity System was implemented and remains. Each valid allegation is assigned to a specific tier, which determines whether the incident/perpetrator is placed on the State Central Registry or the State Repository of abuse/neglect investigations, and for how long the incident/ perpetrator will remain on the SCR. The State continues to provide individuals the right to appeal valid findings of child abuse or neglect if their appeal rights have not been exhausted.

**SCR Activities Planned for FFY 2021**: DCFS will continue to conduct State Central Registry (SCR) clearances on individuals as dictated by law. The department will continue to assign each valid allegation to a specific tier, which will determine whether the incident/perpetrator is placed on the State Central Registry or the State Repository of abuse/neglect investigations. This determines how long the incident/perpetrator will remain on the SCR. Individuals will continue to be provided the right to appeal valid findings of child abuse or neglect if their appeal rights have not been exhausted. Additionally, DCFS expanded the provision of SCR checks in accordance with Families First Act requirements.

**SCR Update FFY 2022**: The DCFS continued to conduct State Central Registry clearances and continued to utilize the Tiered Validity System for each valid allegation. This system determines whether the incident/perpetrator is placed on the SCR or the State Repository of abuse/neglect investigations and how long the incident/perpetrator will remain on the SCR. The individuals investigated were afforded the right to appeal valid findings of child abuse or neglect if their appeal rights had not been exhausted.

**SCR Activities Planned 2023**: The DCFS will continue to conduct State Central Registry (SCR) clearances on individuals as dictated by law. The department will continue to assign

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each valid allegation to a specific tier to determine placement on the State Central Registry or the State Repository of abuse/neglect investigations.

**SCR Update FFY 2023:** The DCFS continued to conduct State Central Registry clearances as dictated by law and continued to utilize the Tiered Validity System for each valid allegation. The individuals investigated continued to be afforded the right to appeal valid findings of child abuse or neglect if their appeal rights had not been exhausted.

**SCR Activities Planned 2024:** The DCFS will continue to conduct State Central Registry (SCR) clearances on individuals as dictated by law. The department will continue to assign each valid allegation to a specific tier to determine placement on the State Central Registry or the State Repository of abuse/neglect investigations.

**D. PROTECTIVE SERVICE REVIEW TEAM (PSRT) “DUE PROCESS” UNIT**

The PSRT unit works closely with the Division of Administrative Law (DAL) to offer “due process” to individuals with valid findings of abuse and/or neglect. One group, which has developed a working relationship in this area, is the Department of Education to ensure that each owner, operator, employee, prospective employee, and/or volunteer in an Early Learning Center receives a State Central Registry Clearance and due process if they were identified as a perpetrator of abuse and/or neglect on the State Central Registry.

DCFS enhanced due process regarding CPS valid investigative findings on August 1, 2018. Any individual who is found to be a valid perpetrator of abuse and/or neglect can request an Administrative Appeal through the Division of Administrative Law. These individuals are afforded the right to a fair hearing if their appeal rights have not exhausted. Since October 1, 2018, the Division of Administrative Law has received 1,367 appeals from valid perpetrators of abuse or neglect. The DCFS Protective Services Review Team (PSRT), is a state level working group, which reviews the CPS investigation case decision on certain cases in which a child abuse and/or neglect clearance is completed and a valid finding is determined. PSRT will provide a departmental decision regarding the validity decision, prior to the notification to the individual of their appeal right and the release of the SCR clearance information. The PSRT conducts administrative reviews on investigations, utilizing a standardized instrument, to determine if the validity decision and tier level determination meet policy requirements or if the validity decision, allegation, and/or tier level needs to be changed. The Louisiana Children’s Code, definitions of Abuse and Neglect, as well as other DCFS Policy are the guides that is used to maintain or change validity decisions and/or tier levels.

The DCFS maintains the confidentiality of investigative information, and only releases information as allowed by law. After the completion of a PSRT review, via clearance, the client will receive written notice of their appeal rights for any prior investigations in which they were identified as a perpetrator of a valid appealable finding. In most cases, such as requests for DCFS clearances for employment purposes, volunteer purposes, and foster care/adoptive placement, DCFS will not release the name of the perpetrator of a valid case of child abuse and/or neglect, until the individual’s administrative appeal rights have been exhausted. It is the policy of the Department of Children and Family Services (DCFS) to allow all individuals the right to appeal their valid child abuse or neglect finding to an

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impartial decision maker, and this is done through the Division of Administrative Law (DAL). An individual does not have to request a Protective Services Review as these reviews are completed in some instances via a clearance process before the client is made aware of their administrative appeal rights; however, a client must request an appeal through (DAL) if they would like their case to be reviewed by a DAL Judge. It should be noted that individuals are placed on the State Central Registry (SCR) or State Repository (Repository) as a result of a valid child abuse and/or neglect investigation, after the exhaustion of an individual’s due process rights.

The Department of Children and Family Services (DCFS) has a Tiered Validity System that determines an individual's placement on the State Central Registry (SCR) as a result of a valid child abuse and/or neglect investigation. The tiered system determines the length of time an individual remains on the SCR, and how long the information within the investigative record will be maintained in the State Repository (Repository).

The Tiered Validity System is a mechanism to assign each valid allegation to a particular tier, based on the degree of severity of the allegation. Each valid perpetrator of abuse and/or neglect will have a tier assignment for each investigation. When there are multiple valid allegations that are assigned to different tier levels, the highest tier level will be used for the SCR and State Repository. When the PSRT completes a review, the tier level is reviewed to ensure that the assigned tier level is aligned with the allegation and is appropriate and ensure the client is not placed in a tier that is higher or lower than the policy requirement as this could affect employability.

Please note the charts below differentiate the number of Protective Services Reviews (PSR) that were completed by the PSRT, and the number of Appeals that were received by the Division of Administrative Law. Many clients do not complete the administrative appeals process once a PSR has been completed despite the fact that they are made aware of the administrative appeals process.

<b>Appeals Requested to the Division of Administrative Law (DAL) from</b>		
<b>Worker Region</b>	<b>September 1 2018- March 31, 2020</b>	<b>April 1, 2020 – March 31, 2021</b>
CW Region 1 Greater New Orleans	175	92
CW Region 2 Baton Rouge	91	39
CW Region 3 Covington	179	82
CW Region 4 Thibodaux	91	44
CW Region 5 Lafayette	115	52
CW Region 6 Lake Charles	52	21
CW Region 7 Alexandria	77	31
CW Region 8 Shreveport	101	37
CW Region 9 Monroe	60	25
<b>Statewide Total</b>	<b>941</b>	<b>423</b>

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<b>Disposition of Appeals Requested to the Division of Administrative Law (DAL) during FFY 2020</b>						
<b>Worker Region</b>	<b>DCFS Decision Maintained</b>	<b>DCFS Decision Overturned</b>	<b>Case Dismissed by Court</b>	<b>Case Dismissed by Client</b>	<b>Pending as of 1/14/2021</b>	<b>Total</b>
CW Region 1 Greater New Orleans	50	23	1	5	8	87
CW Region 2 Baton Rouge	25	9	1	4	3	42
CW Region 3 Covington	48	25	1	8	13	95
CW Region 4 Thibodaux	20	18	0	1	4	43
CW Region 5 Lafayette	27	10	0	3	3	43
CW Region 6 Lake Charles	22	2	0	3	2	29
CW Region 7 Alexandria	20	5	0	2	5	32
CW Region 8 Shreveport	20	5	4	8	2	39
CW Region 9 Monroe	18	10	2	2	2	34
<b>Statewide Total</b>	<b>250</b>	<b>107</b>	<b>9</b>	<b>36</b>	<b>42</b>	<b>444</b>

<b>PSRT Case Reviews Created FFY 2020</b>				
<i>(Note: PSRT reviews occur prior to the DAL appeal hearings and prior to the release of SCR or Repository Child Abuse Clearance results. PSRT reviews occur on both new and old cases.)</i>				
<b>Worker Region</b>	<b>Valid Finding Maintained</b>	<b>Valid Finding Overturned</b>	<b>Pending as of 1/14/2021</b>	<b>Total</b>
CW Region 1 Greater New Orleans	172	49	0	221
CW Region 2 Baton Rouge	100	22	1	123
CW Region 3 Covington	163	61	10	234
CW Region 4 Thibodaux	65	28	0	93
CW Region 5 Lafayette	97	32	5	134
CW Region 6 Lake Charles	77	28	1	106
CW Region 7 Alexandria	97	32	4	133
CW Region 8 Shreveport	115	8	11	134
CW Region 9 Monroe	119	37	5	161
Other	6	0	0	6
<b>Statewide Total</b>	<b>1,011</b>	<b>297</b>	<b>37</b>	<b>1,345</b>

**PSRT Update FFY 2021:** The DCFS believes SCR clearances through DCFS decreased due to the pandemic during the reporting period. In addition, Louisiana has experienced a reduction in employment at residential and care facilities that produced fewer SCR clearances through DCFS. As a result, there have been fewer individuals applying for employment that requires SCR clearances through DCFS which in turn creates a decrease in the number of PSRT reviews required. It is believed the SCR clearances will increase and better align with prior years' SCR requests as employment rates increase and the COVID-19 restrictions are lifted.

During FFY 2021 reporting year, the number of investigations have decreased from previous years. It is believed the decrease in investigations is due to the decrease in the number of reports coming from the school system. We believe this factor contributed to a decline in the number of children in educational settings due to COVID-19 restrictions as DCFS has historically received increased investigations from education providers. In

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addition, Louisiana experienced multiple hurricanes during the federal reporting year that attributed to the decline in investigations. The occurrences are believed to cause a decline in reports in the Centralized Intake Program and cases requiring child protection investigations. The decrease in the number of child protection investigations ultimately caused a decrease in the number of valid findings that directly caused a decrease in Administrative Appeals filed with DAL. During the current reporting period, Louisiana received 15,102 investigations, which is a decrease from 3,945 of the prior year.

**PSRT Activities Planned 2022:** DCFS continues to examine methods to modify the PSRT and appeals process. DCFS continues to consider the possibility of including a two-step process for clients in relation to due process. The two-step process provides the client with an opportunity to appeal the finding should the internal review maintain the validity decision. DCFS will continue to provide clients with the right to appeal valid findings through DAL. The client will continue to be afforded their due process rights through alternative contact methods that do not include in-person contact such as telephone or through video conference mechanisms.

Please note the charts below for FFY 2021 differentiate the number of Protective Services Reviews (PSR) that were completed by the PSRT, and the number of Appeals that were received by the Division of Administrative Law. Many clients do not complete the administrative appeals process once a PSR has been completed despite the fact that they are made aware of the administrative appeals process.

<b>Appeals Requested to the Division of Administrative Law (DAL) during FFY 2021</b>				
<b>Worker Region</b>	<b>September 1 2018- March 31, 2020</b>	<b>April 1, 2020 – March 31, 2021</b>	<b>April 2021- March 31, 2022</b>	<b>April 1, 2022- March 31, 2023</b>
CW Region 1 Greater New Orleans	175	92	108	134
CW Region 2 Baton Rouge	91	39	60	49
CW Region 3 Covington	179	82	81	107
CW Region 4 Thibodaux	91	44	45	36
CW Region 5 Lafayette	115	52	55	52
CW Region 6 Lake Charles	52	21	35	41
CW Region 7 Alexandria	77	31	49	48
CW Region 8 Shreveport	101	37	60	46
CW Region 9 Monroe	60	25	30	28
<b>Statewide Total</b>	<b>941</b>	<b>423</b>	<b>523</b>	<b>541</b>

<b>Disposition of Appeals Requested to the Division of Administrative Law (DAL) during FFY 2021</b>						
<b>Worker Region</b>	<b>DCFS Decision Maintained</b>	<b>DCFS Decision Overturned</b>	<b>Case Dismissed by Court</b>	<b>Case Dismissed by Client</b>	<b>Pending as of 5/9/2022</b>	<b>Total</b>
CW Region 1 Greater New Orleans	54	35	0	2	14	105
CW Region 2 Baton Rouge	36	10	0	0	5	51
CW Region 3 Covington	55	13	1	7	14	90
CW Region 4 Thibodaux	30	23	0	0	6	59
CW Region 5 Lafayette	34	11	0	0	7	52
CW Region 6 Lake Charles	11	12	0	0	3	26
CW Region 7 Alexandria	41	12	0	1	0	54

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CW Region 8 Shreveport	33	15	0	3	5	56
CW Region 9 Monroe	18	1	2	0	0	21
<b>Statewide Total</b>	<b>312</b>	<b>132</b>	<b>3</b>	<b>13</b>	<b>54</b>	<b>514</b>

<b>Disposition of Appeals Requested to the Division of Administrative Law (DAL) during FFY 2022</b>						
<b>Worker Region</b>	<b>DCFS Decision Maintained</b>	<b>DCFS Decision Overturned</b>	<b>Case Dismissed by Court</b>	<b>Case Dismissed by Client</b>	<b>Pending as of 5/11/2023</b>	<b>Total</b>
CW Region 1 Greater New Orleans	65	37	4	4	22	132
CW Region 2 Baton Rouge	29	8	0	4	8	49
CW Region 3 Covington	36	14	2	1	19	72
CW Region 4 Thibodaux	21	7	0	1	1	30
CW Region 5 Lafayette	35	14	0	1	7	57
CW Region 6 Lake Charles	19	8	0	2	3	32
CW Region 7 Alexandria	24	8	0	1	2	35
CW Region 8 Shreveport	34	8	0	2	2	46
CW Region 9 Monroe	32	2	0	0	1	35
<b>Statewide Total</b>	<b>295</b>	<b>106</b>	<b>6</b>	<b>16</b>	<b>65</b>	<b>488</b>

<b>PSRT Case Reviews Created FFY 2021</b>				
<i>(Note: PSRT reviews occur prior to DAL appeal hearings and prior to release of SCR or Repository Child Abuse Clearance results. PSRT reviews occur on both new and old cases.)</i>				
<b>Worker Region</b>	<b>Valid Finding Maintained</b>	<b>Valid Finding Overturned</b>	<b>Pending</b>	<b>Total</b>
CW Region 1 Greater New Orleans	131	59	4	194
CW Region 2 Baton Rouge	140	24	0	164
CW Region 3 Covington	248	33	0	281
CW Region 4 Thibodaux	105	26	0	131
CW Region 5 Lafayette	125	19	0	144
CW Region 6 Lake Charles	85	57	4	146
CW Region 7 Alexandria	151	54	7	212
CW Region 8 Shreveport	174	38	14	226
CW Region 9 Monroe	94	20	8	122
Other	0	0	0	0
<b>Statewide Total</b>	<b>1,253</b>	<b>330</b>	<b>37</b>	<b>1,620</b>

<b>PSRT Case Reviews Created FFY 2022</b>				
<i>(Note: PSRT reviews occur prior to DAL appeal hearings and prior to release of SCR or Repository Child Abuse Clearance results. PSRT reviews occur on both new and old cases.)</i>				
<b>Worker Region</b>	<b>Valid Finding Maintained</b>	<b>Valid Finding Overturned</b>	<b>Pending</b>	<b>Total</b>
CW Region 1 Greater New Orleans	182	56	1	239
CW Region 2 Baton Rouge	145	35	0	180
CW Region 3 Covington	177	50	3	230
CW Region 4 Thibodaux	71	26	0	97
CW Region 5 Lafayette	169	52	0	221
CW Region 6 Lake Charles	118	56	0	174
CW Region 7 Alexandria	101	50	18	169

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CW Region 8 Shreveport	174	56	1	231
CW Region 9 Monroe	154	35	3	192
Other	2	0	0	2
<b>Statewide Total</b>	<b>1,293</b>	<b>416</b>	<b>26</b>	<b>1,735</b>

**PSRT Update FFY 2022:** In FFY 2022, PSRT appeals increased across the state despite several natural disasters in Louisiana and the ongoing Covid-19 pandemic. The number of appeals requested to the Division of Administrative Law increased statewide from 423 to 523 during this reporting period. The disposition of appeals requested to the Division of Administrative Law (DAL) increased in six of the nine regions with only Covington, Lake Charles, and Monroe regions having a slight decrease in their total number of appeals requested. Alexandria region had the largest increase in the number of appeals requested as total number increased from 32 to 54 total. Monroe region had the largest decrease in the number of appeals requested as the number requested dropped from 34 to 21. The PSRT continued to work with CCWIS and shared feedback regarding PSRT in an effort to implement a two-step due process procedure for clients, on developing notification systems and collaborating to develop procedures that will ensure clients have a complete understanding of the two-step process at implementation of CCWIS.

In FFY 2022, Appeal hearings were heard via telephone and through zoom video conferences unless a client requested an in-person hearing.

The PSRT led bi-annual meetings with each Region to discuss PSRT data and reported challenges identified during the review process during FFY 2022. The PSRT conducted one-on-one meetings with the local office staff by zoom or by phone to provide support and training, when requested.

The PSRT held quarterly meetings with CPS and Bureau of General Counsel and shared data to ensure policy and practices were in line with decision making and continued to address any errors PSRT had identified as deficiencies in investigations.

**PSRT Activities Planned 2023:** The PSRT will continue to work with CCWIS and sharing feedback about PSRT in an effort to implement the two-step due process procedure for clients, rewording notifications, and ensuring clients understand the new procedure that will be acclimated through CCWIS at its implementation. Updates to PSRT policy will also be requested regarding the two-step process prior to CCWIS implementation. The PSRT will then begin work to change the Administrative Rule LAC Section 1111 to align with the two-step process.

Louisiana PSRT will explore instituting telephone and zoom video conferences for appeal hearings indefinitely as this has been seen as an efficient means to attend the hearings for most clients.

The PSRT will continue leading bi-annual meetings with each Region to discuss PSRT data and will report continued challenges identified during the review process. Upon request, the PSRT will conduct in-person meetings with the local offices to provide support

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and training. These meetings will assist the field in increasing their knowledge and addressing concerns that have been identified as barriers.

The PSRT will continue quarterly meetings with CPS and Bureau of General Counsel and roll up data to ensure policy and practices are in line with decision making and continue to address any errors PSRT has identified as deficiencies in investigations.

The PSRT will return to in-person contact with local office staff as Covid restrictions have been lifted.

**PSRT Update FFY 2023:** Due to the change in the contract for the launching of CCWIS, the scheduled implementation for 2023 has been placed on hold.

PSRT continued to hold hearings, but primarily via telephone at the preference of the appellant. Some hearings have been held in-person with zoom video conferences continuing to be an option.

PSRT continued holding its quarterly meetings with the BGC, PSRT consultants and managers to discuss interrater reliability of the reviews conducted by the PSRT staff. These meetings review a case to provide feedback about the consistencies/inconsistencies of the review results. The last quarterly meeting was held March 17, 2023. The PSRT continued to hold its bi-annual meetings held in July and January.

During FFY 2023, PSRT developed a QA mailbox for staff to utilize to express any concerns with decisions made on cases. The DCFS policy allows staff to dispute the disposition of an overturned CPS investigation validity decision made by PSRT. If the CPS unit or designated staff disagrees with a CPS investigation validity decision being overturned by the PSRT, the decision can be reviewed via Quality Assurance (QA). Detailed information regarding the CPS investigation case shall be sent to the PSRT distribution mailbox requesting a QA review via email within 3 days of the notification of the CPS investigation validity decision. The detailed email shall be sent to the PSRT distribution mailbox at [DCFSPSRTInquiries@la.gov](mailto:DCFSPSRTInquiries@la.gov). Written submissions should include the applicable Case ID number along with a brief explanation of the change request. QA will review the information pertaining to the CPS investigation validity decision being overturned by the PSRT. Once complete, QA will provide a response indicating the final decision to the CPS unit within 3 – 5 calendar days of the email being received by QA.

**PSRT Activities Planned 2024:** The DCFS will continue to explore the two step process and how to integrate the process into the ACESS 2.0 system.

PSRT will continue holding quarterly meetings with the BGC as well as the bi-annual meetings held in July and January.

PSRT will work in FFY 2024 to implement an interrater reliability QA process.

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- E. FAMILY SERVICES (FS) PROGRAM:** Provides services to families following an allegation of child neglect and/or abuse when immediate safety concerns appear manageable, yet future risk of harm continues to be a concern. These families have been assessed as needing services provided while the child remains in the home. The families are encouraged to voluntarily partner with the department to improve caretaker protective capacities and reduce risk of future maltreatment to their children. However, in some instances, the department does seek court intervention to gain family cooperation. In these situations, court involvement is needed in order to encourage compliance with the case plan and recommended services by the caretaker and prevent further child abuse or neglect from occurring. In-home preventive services are provided on a statewide basis. Workers conduct comprehensive assessments of family functioning to identify and enhance critical parental protective capacities as it relates to safety and risk of future harm.

Case plans are developed in collaboration with the families with consideration of their perspective and the overarching goal of strengthening and sustaining the family unit. Case plan actions are agreed upon to enhance the parental protective capacities and provide the children a safe and stable home environment. The FS worker may arrange for services based upon the family assessment. Services may be concrete and focused on accessing resources to address basic needs such as food or shelter, or may be focused on more complex issues requiring medical or therapeutic intervention.

**FS Update FFY 2021:** FS Program Consultants will continue staff development efforts, including consultation and training, focused on the following:

- Child Welfare Assessment and Decision Making Model revamped the manner in which FS assesses families as it relates to assessment and risk
- Assessment of Family Functioning was revised as it relates to aligning with the CWADM model July 2020.
- Family Service Policy now includes case planning with the child and family effective January 2020. The case plan serves to provide specific steps and actions needed to accomplish changes and allows the family to have a voice regarding the case planning process.
- Crossroads NOLA has continued to provide Trust- Based Relational Intervention (TBRI) training to staff, families, foster parents and caregivers. Staff are encouraged to incorporate the TBRI principles into practice.
- Trauma Behavioral Health (TBH) screens are continuing to be used. An explanation of screening practices has been incorporated into new worker training. Regions are provided TBH compliance results. Regions are encouraged to complete thorough monitoring whether the regions reach the 85% goal of completion through monitoring. FS Consultants will continue to support staff in an effort to incorporate TBH screening and assessment into practices and treatment.
- Structured Decision Making (SDM) use continues in FS. SDM revised in Louisiana to align with CWADM model.
- The DCFS revised policy and timelines in January 2020 to provide clear expectations of timely engagement in the assessment process to ensure case plan goals are congruent. Child Welfare Specialists received family engagement trainings and

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- supervisors completes and review with client to assess worker engagement. The goal is to ensure engagement is timely and the service meeting is quality expectations.
- The DCFS continues to use Family Search and engagement efforts in addition to Kinship Navigator services for FS workers to assess family connections and support relative and fictive kin placements when out of home placements are needed.
  - The DCFS continues to monitor and support FRC staff and incorporate Quality Parenting Practice (QPI) principles into CW practice. FS Consultants offer assistance and guidance to FRC staff and DCFS local office staff providing support services for families with concerns due to child maltreatment. The local office guidance includes consultation from the FS Consultants through staffing complex cases and guidance on decision making. FRC's assure that region specific services offered meets the needs of DCFS clients in a particular area.
  - DCFS continues to hold quarterly meetings with CARA Liaisons for each region that include FS Consultants and community stakeholders (OPH, PBH, Law Enforcement, Early Steps, Kid-Med, hospital health, Early Education staff, and other substance abuse providers). The MCC parish coordinators have been added to quarterly meeting.
  - COVID Protocol – FS Staff uses revised COVID-19 protocol for cases with a safety plan, or when there is at least one child under the age of three (3), there is to be at least two in-person visits per month. In all other cases, the worker should hold at least one monthly in-person visit with all household members and additional required visits via visual and/or verbal communication according to SDM risk level.

**FS Activities Planned FFY 2022:** FS Program Consultants will continue staff development efforts, including consultation and training, focused on the following:

- Child Welfare Assessment and Decision Making Model; training and implementation of safety and risk assessment for FS cases. Supportive consultation and evaluation of CWADM statewide practice.
- Assessment of Family Functioning; Training of AFF revisions done to align with the CWADM.
- Case Planning with Child and Family; Consultation and support of case planning practices.
- Trust- Based Relational Intervention (TBRI); Crossroads NOLA has continued to provide TBRI training to staff, families, foster parents and caregivers. Staff are encouraged to incorporate the TBRI principles into practice
- Trauma Behavioral Health (TBH) Screens; TBH screens are continuing to be used. TBH screening and practice is reviewed in new worker training. Regions are provided TBH compliance results. Regions are encouraged to complete their percentage of completion by monitoring. Support is provided to Regions to improve compliance in this area.
- Structured Decision Making (SDM) tools; SDM use continues in FS. Training and evaluation of the compliance with the SDM system revisions.
- Quality and timely engagement of clients served; Consultation and support of continued timely engagement and assessment process to ensure case plan goals are congruent with Agency concerns.
- Monitor and support FRC staff and incorporate Quality Parenting Practice principles into CW practice

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- Discovery and elaboration sessions with CCWIS development team for FS program case management module.
- FS Consultants will offer assistance and guidance to FRC staff and DCFS local office staff providing support services for families with concerns due to child maltreatment; and, the local office guidance includes consultation from the FS Consultants through staffing complex cases and guidance on decision-making. FRC's assure that region specific services offered meets needs of DCFS clients in a particular area.

**FS Update FFY 2022:** FS Program Consultants continued staff development efforts, including consultation and training, focused on the following:

- Child Welfare Assessment and Decision Making Model – FS Program Consultants provided training and supportive consultation to frontline staff as part of the implementation of safety and risk assessment for FS cases. The evaluation of CWADM practice in FS cases was also conducted using the CWADM case review process. A practice feedback loop was created using Exit conferences with frontline staff for the discussion of the case review results and discussions on best practice.
- Case Planning with Child and Family- Consultants continued to provide consultation and support of case planning practices. Frontline staff were encouraged to use case planning training resources available through the Louisiana Training Academy for additional support. As a result of the consultants' efforts, some improvement was seen in the development of case plans.
- Trust-Based Relational Intervention (TBRI)- Crossroads NOLA continued to provide TBRI training to frontline staff, families, foster parents and caregivers. Staff were encouraged to incorporate the TBRI principles into practice.
- Trauma Behavioral Health (TBH) Screens- The DCFS continued the use of TBH screens. FS Consultants continued to support frontline staff by providing regions with TBH compliance results. Regions are encouraged to monitor their percentage of completion. Support was provided to Regions to improve compliance in this area. FS Program Consultants also contacted individual supervisors who were inconsistent in their region to assist with strategies for improvement. TBH screening and practice is reviewed in new worker training.
- Structured Decision Making (SDM) tools- DCFS continued the use of SDM in FS. FS Program Consultants provided refresher SDM trainings to regions upon their request.
- Quality and timely engagement of clients served- Consultation and support of continued timely engagement and assessment processes continued to ensure case plan goals are congruent with Agency concerns. FS Program Consultants stressed the importance of engagement with staff during New Worker Orientation and case consultations.
- Monitor and support FRC staff and incorporate Quality Parenting Practice principles into CW practice. FS Program Consultants conducted monthly meetings with each FRC to ensure that the principles were incorporated into CW practice.
- Discovery and elaboration sessions with CCWIS development team for FS program case management module. FS Program Consultants participated in weekly CCWIS review Zoom meetings to discuss the development of the FS program case management module.

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- FS Consultants offered assistance and guidance to FRC staff and DCFS local office staff. FS Consultants provided guidance in the staffing of complex cases. FRCs ensured that region specific services offered met the needs of DCFS clients in a particular area.
- An additional Family Services Program Consultant position was posted to assist with the implementation of My Community Cares Model.

**FS Activities Planned FFY 2023:** FS Program Consultants will continue staff development efforts, including consultation and training, focused on the following:

- My Community Cares (MCC) Model; The Family Services Program Consultant will assist with the implementation of the MCC throughout the state. The MCC program works with the community in target zip codes with higher rates of DCFS removals; however, others can receive services. The goal is to provide resources and inform the community of the resources available during times of need in an effort to prevent DCFS involvement. MCC will complete needs assessments within the community to learn their needs. The MCCs will be housed in 9 of 10 Family Resource Centers (FRC) throughout the state and subcontracted by the FRCs. MCC will go statewide in one parish per region and one city per parish by October of 2022. Three specific DCFS staff will help with this statewide implementation. Project Celebration is excluded due to being in a rural area and the DCFS removal rates are extremely low.
- Child Welfare Assessment and Decision Making Model; FS Program Consultants will continue CWADM case reviews. Exit conferences will continue to be conducted with the frontline staff to discuss the outcome of the reviews. Information obtained from CWADM case reviews will continue to be utilized in the consultation and development of FS field staff.
- Case Planning with Child and Family; Consultation and support of case planning practices will be continued.
- Trust-Based Relational Intervention (TBRI); Crossroads NOLA will continue to provide TBRI training to staff, families, foster parents and caregivers. Staff will continue to be encouraged to incorporate the TBRI principles into practice
- Trauma Behavioral Health (TBH) Screens; TBH screening and practice will continue to be reviewed in New Worker Orientation by the FS Program Consultants. TBH compliance results will be provided to the regions. FS Program Consults will continue to monitor and offer support to staff regarding TBH completion compliance and referral practices, where applicable.
- Structured Decision Making (SDM) tools; SDM use will continue in all Family Services cases. Ongoing training and evaluation of the compliance with SDM completion and tool utilization in case decision making.
- Quality and timely engagement of clients served; FS Program Consultants will continue to support timely engagement and assessment process to ensure case plan goals are congruent with Agency concerns.
- Monitor and support FRC staff and incorporate Quality Parenting Practice principles into CW practice
- Collaboration with UNIFY system development team for FS program case management module.
- FS Consultants will continue to offer assistance and guidance to FRC staff and DCFS local office staff providing support services for families with concerns due to child

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maltreatment. Local office guidance includes consultation from the FS Consultants on complex cases and guidance on decision-making. FRCs assure that region specific services offered meets needs of DCFS clients in a particular area.

**FS Update FFY 2023:** FS Program Consultants continued staff development efforts, including consultation and training, focused on the following:

- My Community Cares (MCC) Model; The Family Services Program Consultant continued to assist with the implementation of the MCC throughout the state. The MCC program works with the community in target zip codes with higher rates of DCFS removals; however, others can receive services. The goal is to provide resources and inform the community of the resources available during times of need in an effort to prevent DCFS involvement. MCC now completes needs assessments within the community to learn their needs. The MCCs are housed in 9 of 10 Family Resource Centers (FRC) throughout the state and subcontracted by the FRCs. On October 1, 2022, MCC went statewide in each region and is now available at each of the 9 FRCs across the state. Three specific DCFS staff has continued to help with this statewide implementation. Project Celebration is excluded due to being in a rural area and the DCFS removal rates are extremely low.
- Child Welfare Assessment and Decision Making Model; FS Program Consultants continued CWADM case reviews through September 2022 completing exit conferences with the frontline staff to discuss the outcome of the reviews. Information obtained from CWADM case reviews continued to be utilized in the consultation and development of FS field staff.
- Child Welfare Assessment and Decision Making Model; Child Welfare Assessment and Decision Making Model Phase 2 has been implemented.
- Case Planning with Child and Family; Consultation and support of case planning practices will be continued.
- Trust-Based Relational Intervention (TBRI); Crossroads NOLA continued to provide TBRI training to staff, families, foster parents and caregivers. Staff continue to be encouraged to incorporate the TBRI principles into practice.
- Trauma Behavioral Health (TBH) Screens; TBH screening and practice continue to be reviewed in New Worker Orientation by the FS Program Consultants. TBH compliance results are provided by the data unit to the program consultant for each region and then this data is sent out to the area directors and regional managers for review and follow-up. FS Program Consults will continue to monitor and offer support to staff regarding TBH completion compliance and referral practices, where applicable.
- Structured Decision Making (SDM) tools; SDM use will continue in all Family Services cases. Ongoing training and evaluation of the compliance with SDM completion and tool utilization in case decision making.
- Quality and timely engagement of clients served; FS Program Consultants continued to support timely engagement and assessment process to ensure case plan goals are congruent with Agency concerns.
- Monitor and support FRC staff and incorporate Quality Parenting Practice principles into CW practice.
- Collaboration with UNIFY system development team for FS program case management module.

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- FS Consultants continued to offer assistance and guidance to FRC staff and the DCFS local office staff providing support services for families with concerns due to child maltreatment. Local office guidance includes consultation from the FS Consultants on complex cases and guidance on decision-making. FRCs assure that region specific services offered meets the needs of DCFS clients in a particular area. The DCFS contracted with Family Services Greater Baton Rouge (FSGBR) to provide Family Services intervention in East Baton Rouge Parish to cases in which the child(ren) have been assessed as safe following an incident of child abuse or neglect, and the Structured Decision Making (SDM) risk level is deemed Low, Moderate, or High for risk of future maltreatment. FSGBR provided assessment, services, case planning, referrals, efforts to locate, and other needed services to the families they serve. The FSGBR Case Manager was responsible for visiting each family as a unit at a minimum of once per month. For cases where there is a child(ren) under the age of five, the FSGBR Case Manager was required to visit each family as a unit at a minimum of two times per month. The SDM visitation guidelines are to be used to determine the recommended frequency of contact. The Family Case Manager worked with the family to develop, within forty-five days of case assignment, a mutually agreed upon case plan with the goal of enhancing the caretaker's protective capacities, reducing risk of future maltreatment, and family stabilization. However, they are not required to hold a FTM. FSGBR is not required to complete the TBH screener. The Project Lead, as a part of ongoing case review and supervision, will assure any indicators of child safety concerns or increase in child risk are immediately evaluated and staffed with the DCFS. They also reported to the DCFS any families that are refusing services. The cases are assigned to FS consultants on a rotational basis. The consultant assigned to the case had the responsibility of scheduling the transfer staffing between EBR and FSGBR, opening and closing the case in TIPS, reviewing the monthly report sent on the family for any missed safety issues and documenting the face to face visits in FATS. If an issues arose on the case, FSGBR reached out to the assigned consultant to assist with rectifying the situation. The cases in TIPS are assigned with a worker number (0170) that is unique to FSGBR. This assisted in identifying which cases were worked by their agency. A new closure reason (Transfer to DCFS –TTD) was also created to identify cases that had to be returned to the back to agency, because they no longer met the criteria for FSGBR to be able to continue to work with the family. This closure is unique to FSGBR and can only be utilized with worker number 0170. The DCFS completed one meeting thus far with the Blanco center that included the FSGBR director regarding data collection. Prior to the meeting, the DCFS provided the Blanco center the FSGBR contract and scope of work. FSGBR provided the Blanco Center information on their services available to families.

**FS Activities Planned FFY 2024:** FS Program Consultants will continue staff development efforts, including consultation and training, focused on the following:

- My Community Cares (MCC) Model; The Family Services Program Consultant will continue to support the MCC throughout the state. The Family Services Program Consultant will work with the MCC State Team. The goal is to provide resources and inform the community of the resources available during times of need in an effort to prevent DCFS involvement. MCC will complete needs assessments within the

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community to learn their needs. The MCCs will continue to be subcontracted by the 9 Family Resource Centers (FRC) throughout the state. Three specific DCFS staff will help with monitoring of contracts and collaboration between the MCCs, FRCs, and the DCFS.

- Child Welfare Assessment and Decision Making Model; Child Welfare Assessment and Decision Making Model Phase 2 will continue. FS Program Consultants will coach supervisors to improve outcomes by ensuring supervisors understand the importance and application of utilizing family history prior to case transfer staffings to enhance case planning and decision making, understand the importance of gathering sufficient information from family members and collaterals, and understand how to guide their staff to develop a comprehensive Assessment of Family Functioning.
- Case Planning with Child and Family; Consultation and support of case planning practices will be continued.
- Trust-Based Relational Intervention (TBRI); Crossroads NOLA will continue to provide TBRI training to staff, families, foster parents and caregivers. Staff will continue to be encouraged to incorporate the TBRI principles into practice
- Trauma Behavioral Health (TBH) Screens; TBH screening and practice will continue to be reviewed in New Worker Orientation by the FS Program Consultants. TBH compliance results will be provided to the regions. FS Program Consults will continue to monitor and offer support to staff regarding TBH completion compliance and referral practices, where applicable.
- Structured Decision Making (SDM) tools; SDM use will continue in all Family Services cases. Ongoing training and evaluation of the compliance with SDM completion and tool utilization will continue in case decision making.
- Quality and timely engagement of clients served; FS Program Consultants will continue to support timely engagement and assessment process to ensure case plan goals are congruent with Agency concerns.
- Monitor and support will continue for FRC staff and incorporation of Quality Parenting Practice principles into CW practice.
- FS Consultants will continue to offer assistance and guidance to FRC staff and the DCFS local office staff providing support services for families with concerns due to child maltreatment. Local office guidance includes consultation from the FS Consultants on complex cases and guidance on decision-making. FRCs will assure that region specific services offered meets needs of the DCFS clients in a particular area.
- The DCFS will continue to contract with Family Services Greater Baton Rouge through November 30, 2023 to provide Family Services intervention in East Baton Rouge Parish to cases in which the child(ren) have been assessed as safe following an incident of child abuse or neglect, and the Structured Decision Making (SDM) risk level is deemed Low, Moderate, or High for risk of future maltreatment. FSGBR will provide assessment, services, case planning, referrals, efforts to locate, and other needs to the families they serve. The Blanco Center will work to develop an evaluation process for the outcomes of the DCFS clients receiving FS through a referral to FSGBR. The DCFS will evaluate this outcome data for families that receive In-Home services through FSGBR with the assistance of the Blanco Center.

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**F. FOSTER CARE (FC) PROGRAM:** Foster Care (FC) services include substitute, temporary care (e.g., foster family home, residential care, kinship care or youth living independently), and are utilized when the child’s health and safety are at risk if the child remains in the home of their parent(s)/caregiver(s) or the child has no available caregiver. The state is awarded legal custody of the child by the court of jurisdiction. The court, legal system, Court Appointed Special Advocate (CASA), foster parents, private and public providers, relatives and youth work with departmental staff and parents toward the achievement of permanency for the child/youth. Intensive case management services are offered to families to help them reach a point where the child can be safely returned home, if return home is appropriate. If return home is not in the child’s best interests’ services are provided to achieve an alternative permanent family setting for the child. Case management services include efforts to engage relatives in the process of resolving the risk issues in the home, providing support for the family and connections for the child through ongoing communication and placement consideration for the child prior to considering other placement options. Throughout the time a child remains in foster care the child is provided an array of services to ensure well-being, such as basic daily care, medical assessment and care, educational/ developmental assessment and care, trauma/ mental health/ behavioral/ emotional assessment and care, contact/ communication with family and other important connections, etc.

**Foster Care Update FFY 2021:** The Program Transfer Staffing form was revised to reinforce the CWADM process and include prompts for discussion around the three safety principles. The Foster Care case plans were revised to clearly identify the conditions for return and diminished protective capacities on which the case plan is to be focused. The Structured Decision Making (SDM) tool was updated to reflect the CWADM process. The Form 5 (Safety Assessment) replaced the Present and Impending Danger Safety Assessment and will be utilized in the Foster Care program as the official safety assessment tool. The structure of the Form 5 was revised to be more streamlined in an effort to promote better decision-making. A comprehensive safety assessment is required as a part of the Risk Reunification Safety Review.

DCFS continued implementing Comfort Calls and Icebreaker Meetings to foster relationship development between birth parents and foster caregivers. Comfort calls were held upon initial placement of a child in foster care, regardless of care setting. The purpose was to provide information to the birth parent as to the child’s safety, to introduce the foster family or caregiver providing care to the child, and to facilitate the exchange of information about the child from the birth parent to the foster caregiver. Through this exchange of information, the department reduced trauma to the child by the provision of more informed, quality care to meet the child’s needs. To be most effective, these calls were predominately made within one to two hours of the arrival to the foster care setting; however, due to some circumstances preventing holding some calls at that time, some calls were held within 24 hours.

Additionally, Comfort Calls were held with subsequent moves or care setting changes for the child. The calls were held between the new caregiver and birthparent and depending upon length of time in prior care setting, the previous caregiver.

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Ice Breaker meetings are critical for the exchange of information about the child from the birth parent to the foster caregiver and as such were held within three to five days of a child entering foster care. The meetings included birth parent(s), foster caregiver(s), the child and foster care worker. The purpose of the meeting was to exchange information about the child known exclusively by the birthparent or previous caregiver, to support better quality care of the child and to better meet the child's needs. An additional goal of the meeting was to facilitate the development of the relationship between the birth parent and foster caregiver.

In an effort to improve engagement and enhance practice within Family Team Meetings (FTM) with parents, youth and stakeholders, Child Welfare Managers are participating in all initial FTMs held in the Foster Care program. In addition to participation in the FTM, Managers were required to complete a Case Review Instrument and FTM Manager Evaluation Instrument at the time of the initial FTM.

The Manager completed the first tool, Case Review Instrument, prior to the initial FTM, which is designed to ensure that services/assessments provided prior to the FTM, are completed accurately and considered during case plan development. The second tool, FTM Manager Evaluation Instrument, was completed at the conclusion of the initial FTM. The Manager participated in the initial FTM as a silent observer of the process and ensured that goals identified in the FTM considered risk and safety and were linked to assessments conducted prior to the FTM. More information on Foster Care and engagement may be found in the Assessment of Outcomes / Plans for Improvement Section of the APSR under Engagement of Youth, Caregivers and Other System Partners.

Policy 6-305 Guidelines for Care Setting Decision Making for Children Under Age Six was revised. Prior to or immediately upon a child entering foster care, it is required that a diligent search for appropriate relatives/fictive kin be conducted in order to assess family members for placement of the child. Due to the time-sensitive nature and importance of attachment to a primary caregiver for infants and young children, the Family Connections form was updated, shall be completed with all available information within the first 10 days of a child entering foster care, and should be used as a working document to add connections as they are discovered over the course of the child's time in foster care. The form shall be attached to the court report submitted in preparation for the Disposition Hearing. Supervisors shall review the progress of the completion of the Family Connections Form and notification to adult relatives weekly until all known relatives are notified.

The Department's responsibility to notify relatives of the child's entry into care is fulfilled by sending the Relative Notification Form. The form letter was updated and shall be mailed no later than 5 working days from the date an address is provided to the worker. The letter explains the responsibility of the relative to indicate a desire to provide placement for the child, as well as the potential consequences of not notifying the Department timely of their interest in doing so.

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For relatives who were sent a Relative Notification Form, it is expected they will make their interest and intent regarding the child, known to the department within 60 days. The intention may be to request legal custody, guardianship with or without a guardianship subsidy, or certification as a foster/adoptive parent. Once a relative has notified the Department of their interest in providing a home for the child, all preliminary assessments should be started immediately (criminal record checks, State Central Registry) to determine what options are available for placement. If the relative is interested in becoming a foster/adoptive parent for the child, it is expected they will begin the certification process as soon as possible, in accordance with the decision about the most appropriate transition plan for the child.

Moreover, in policy 6-305 transition planning was updated. Prior to any move of a child under age six, the case and the transition plan shall be reviewed and approved by the supervisor. If the child has been in the current placement for three months or more, or if the proposed move would be the third move or more for the child regardless of the time spent in any previous placement, there shall be a formal staffing to allow for input of the child's team (current caregiver, prospective caregiver, CASA, any treatment provider involved with the child, child's attorney, etc.) and shall include the supervisor, manager and Regional Program Specialist. The transition plan should consider the child's best interest, and to the extent feasible, multiple, extended visits, such as overnight visits as well as other contacts such as SKYPE, FaceTime, etc., to ensure the most positive experience possible for the child. These activities should occur both prior to the move and after the move to allow the child to have a safe separation from previous caregivers and attachment to the new caregivers.

The Foster Caregiver Progress Form was developed to provide an opportunity for the foster caregiver to provide information directly to the court. After placement and before the first CINC hearing, the caseworker shall provide the foster caregiver with several blank Foster Caregiver Progress Forms and a copy of the Court Process and Legal Rights Guide for Foster Caregivers. The Court Process and Legal Rights Guide for Foster Caregivers provides an overview of the CINC court process and hearings and legal rights that foster caregivers do and do not have at CINC hearings. It includes instructions on how foster caregivers can exercise their right to be heard at hearings, including further information relative to completing and submitting the Foster Caregiver Progress Form.

The Foster Caregiver Progress Form is one of the ways foster caregivers can exercise their legal right to be heard at the hearing but completion of the form is not required. Foster caregivers can submit the Foster Caregiver Progress Form to DCFS even though they may not attend the hearing. Instead of, or in addition to, attending the hearing and providing information about the care and treatment of the child verbally to the court, the foster caregiver may complete and submit the Foster Caregiver Progress Form to the caseworker prior to the hearing. If the foster caregiver timely submits the Foster Caregiver Progress Form to the caseworker, the caseworker should take the following steps depending on the type of CINC hearing:

- Continued Custody Hearing, Answer Hearing, and Adjudication Hearing: For court hearings where a court report is not required, the Foster Care case worker shall

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provide the form to the CPS case worker (if the Foster Care case worker does not attend) to make copies of the form and be prepared to distribute them at the hearing to the court, counsel of record, unrepresented parties, and CASA (if appointed) upon approval of the court.

- Disposition Hearing, Case Review Hearings, and Permanency Hearings: The Foster Care caseworker should attach the form to the court report, and copies should be provided to counsel of record, unrepresented parties and CASA (if appointed) as required for court reports.

Upon completion by a foster caregiver, the Foster Caregiver Progress Form will contain hearsay information and, therefore, can only be accepted into evidence by the court where hearsay evidence is admissible. Be advised that in some CINC hearings (for example, at the Adjudication Hearing and hearings to Terminate Parental Rights), courts have to abide by the strict rules of evidence.

Even if a foster caregiver submits the Foster Caregiver Progress Form, they still have the right to attend and be heard at any hearing regarding a child in their care. Per Ch. C. Article 623, if a foster caregiver attends the hearing, the court must solicit information from the foster caregiver about the “care and treatment of the child” even if they submitted a Foster Caregiver Progress Form.

Policy 6-1230 Pregnancy and Impending Fatherhood was revised to include breastfeeding. All mothers who desire to breastfeed or continue to breastfeed should be provided the opportunity. When a mother desires to breastfeed and it does not pose a risk of harm to the infant then the agency shall support the mother in successfully breastfeeding. If there becomes a concern with the mother’s ability to provide safe and appropriate breast milk, the caseworker shall encourage the mother to obtain approval from her treating physician prior to providing the infant or the infant’s caregiver with breast milk.

When the mother and infant are not in the same home, the mother should be provided resources to support breastfeeding and shall be provided with the ability to store and transport breast milk. The agency should provide the mother with resources to assist with initiating breast feeding or continuing to breast feed.

The caseworker should assist the mother with proper labeling and storage of the milk until it can be provided to the infant’s caregiver. The caseworker shall encourage the infant’s caregiver to utilize the mother’s breastmilk in lieu of formula whenever all possible.

In light of the public health crisis related to COVID-19, the department learned that it is critical for children and youth in foster care to be able to maintain consistent contact with their families, siblings, and other support people in their lives. It is imperative that the DCFS case manager, the child’s attorney, the court and CASA, if applicable, maintain consistent contact with the children and youth. Communication is critical to ensuring the safety, permanency and well-being of children and youth who have been removed from their homes and placed into foster care. Prolonged absences or breaks in communication with the children and families place children’s safety and well-being in jeopardy and may

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lead to unnecessarily long stays in foster care. As such, the department was able to provide a device to those foster parents, youth and families we serve who did not have access to a device with virtual communication capabilities. The department is exploring the possibility of providing youth, of a pre-determined age, with a device upon entering care.

DCFS has implemented a process of surveying our families, youth and foster caregivers. The purpose of this anonymous survey is to solicit feedback about the department's level of collaboration with others, as well as our level of engagement and responsiveness. The survey being used is the General Engagement Survey.

A Foster Care Support Line: 1-833-788-1351 was added to the RAVE Mass Communication Alerts and will be sent to all DCFS foster caregivers where a mandatory evacuation is issued. The purpose of the RAVE Mass Communications alert is to verify the safety of these individuals, requesting a response within 24 hours via text, or by calling the Foster Parent Support Line. Designated staff initiate contact with DCFS caregivers and EFC youth that do not respond to the RAVE Mass Communications alert after the first 24 hours.

Policy changes were made to update:

- The steps in ongoing case planning to include: Review and assess condition for return to determine if conditions/behaviors have been met and the child can safely return to the parent's custody;
- DCFS case plan requirements: Documentation of conditions for return describing what behavior changes are required in order to safely return child(ren) to their parent's care; and
- Purpose of first family case planning meeting: To state the conditions for return.

The following policies were revised:

- CT Case Review and Permanency Court Report
- CT Permanency Hearing Order
- CT Case Review Hearing Order
- CT Disposition Court Report
- 6-305 Guidelines for Care Setting Decision Making for Children Under Age Six
- 6-835 Judicial Hearings for Case Review, Permanency and Restoration
- 6-1000 Educational Services to Children in Foster Care
- 6-1230 Pregnancy and Impending Fatherhood
- 6-1410 Voluntary Surrender of a Child in DCFS Custody
- 6-1630 Transportation Expenditures for Foster Children
- 20-400 Foster Care Program Spec Board, Retainer, Clothing, DC, Respite and Placement Codes
- CW Form: Relative Notification Letter
- CW Memo 21-001: COVID-19 Update (In response to the COVID-19 resurge)
- CW Memo 21-002: Supervisory Engagement Surveys
- CW Memo 21-009: COVID-19 Update (Resume in-person contacts)
- CW Memo 21-010: COVID-19 Vaccine (Vaccine for foster children/youth)

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**FC Activities Planned FFY 2022:** Foster Care (FC) will continue services including substitute, and temporary care (e.g., foster family home, residential care, kinship care or youth living independently). FC will continue utilizing services to care for the child and address parental or caregiver's needs when the child's health and safety are at risk if the child remains in the home of their parent(s)/caregiver(s) or the child has no available caregiver. Since the implementation of QPI (Quality Parenting Initiative), the department continues to build upon efforts in supporting quality parenting and strengthening families. Comfort calls will continue to be held upon initial placement of a child in foster care, regardless of care setting. Through this exchange of information, the goal is to reduce trauma to the child by the provision of more informed, quality care to meet the child's needs. To be most effective, these calls shall be made within one to two hours of the arrival to the foster care setting, but if circumstances prevent holding the call at that time, they shall be held within 24 hours.

Additionally, Comfort Calls will continue to be held with subsequent moves or care setting changes for the child. The calls should be held between the new caregiver and birthparent and depending upon length of time in prior care setting, the previous caregiver.

Ice Breaker meetings will continue to be held within three to five days of a child entering foster care. The meetings shall include birth parent(s), foster caregiver(s), the child and foster care worker.

Child Welfare Managers will continue to participate in all initial FTMs held in the Foster Care program, and complete a Case Review Instrument and FTM Manager Evaluation Instrument at the time of the initial FTM.

As we move forward, the department is exploring the possibility of providing youth, of a pre-determined age, with a device upon entering care. Again, we learned that it is critical for our children and youth in foster care to be able to maintain consistent contact with their families, siblings, and other support people in their lives.

The Department is exploring providing additional funding upon availability for board payments to foster caregivers who care for minors in custody with children. This is an effort to provide additional support for minor parents and their children to be able to remain placed together as well as providing for the continuation of building their solid attachment.

**FC Update FFY 2022:** The DCFS foster care will continue to provide services centered around children, youth and families of Louisiana. In doing so, Foster care continued to encourage Comfort Calls and Icebreaker's to families as a way to communicate and foster relationships with birth parents and foster caregivers. Child Welfare Managers continued to participate with initial Family Team Meeting as a silent observer to offer feedback to the supervisors and workers on better ways to provide services and engage families while partnering with other community stakeholders. There has been policy updates centered around the agency's new court reports, court judgments, foster parent's progress forms, breast feeding, and how to incorporate fathers in cases. The DCFS has continued to work with families through the COVID-19 pandemic and has provided policy updates to guide

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staff. The DCFS will continue to use the General Engagement Surveys randomly to encourage staff and offer intervention in areas where staff improvement is needed when working with caregivers. The Foster Care Support line was implemented as a way to track and communicate with caregivers and youth when a disaster occurs. This line opens prior to the disaster and is manned 24- hours a day 7 days a week by Child Welfare Consultants in real time. Caregivers and youth are provided updated evacuation information and services are coordinated. The DCFS Foster Care policies were will be updated as needed in order to mirror Federal and State guidelines as it relates to Foster Care.

**FC Activities Planned FFY 2023:** The DCFS Foster Care Program will continue to work with the local offices to provide guidance and training on Foster Care policies and procedures. The Foster Care Program will continue to monitor and track services related to children, youth and families. Staff will continue to provide Comfort Calls and Icebreaker’s to promote and foster relationships. The Foster Care Managers will continue to participate in initial Family Team Meetings and foster care supervisors will continue to conduct random General Engagement Surveys. Policy will also be updated, revised and created to mirror changes with the Foster Care Program. The Foster Care Program will be collaborating with systems in the building of the new legacy system, Behavioral Health and Residential Placement Unit as it relates to the Family First, the QRPT initiative, and other Community Stakeholders.

**FC Update FFY 2023:** During the FFY 2023 the Foster Care program provided monthly policy webinars and trainings related to policy and procedures at the local level as needed. Foster Care Consultants provided training on the proper completion of the SSI 1 screening form and reiterated the new daycare policy with the field staff.

The DCFS staff continued to hold comfort calls and icebreakers to promote and foster relationships between the biological parents and the foster parents. See the chart below of the calls held in FFY 2023:

<b>QPI Icebreakers and Comfort Calls Completed</b> (*Data not captured prior to April 2021)												
	<b>Reporting period 3</b> April 2021-June 2021			<b>Reporting period 4</b> July 2021-Sept 2021			<b>Reporting period 5</b> Oct 2021-Dec 2021			<b>Reporting period 6</b> Jan 2022-March 2022		
<b>Ice Breakers</b>	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts
	61	138	44%	75	131	57%	105	171	61%	119	184	65%
<b>Comfort Calls</b>	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts	QPI contacts	Possible QPI contacts	Percentage of contacts Percentage of FTMs held	QPI contacts	Possible QPI contacts	Percentage of contacts
	64	138	46%	78	131	60%	113	171	66%	124	184	67%

In an effort to align with the Child Welfare Principles of Practice involving the inclusion of the entire family unit in the decision making process and engaging clients and stakeholders, the DCFS supervisors continued to conduct random General Engagement Surveys to obtain feedback from parents, youth and caregivers to assess engagement. See the chart below of the Engagement Surveys completed for FFY 2023:

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<b><u>ENGAGEMENT SURVEYS FFY 2023</u></b>					
<b>April 2022-March 2023</b>					
	<b><u>CPS</u></b>	<b><u>FS</u></b>	<b><u>FC</u></b>	<b><u>ADP</u></b>	<b><u>HDU</u></b>
<b>April 2022-June 2022</b>	549	307	1051	125	138
<b>July 2022-Sept 2022</b>	437	291	924	142	136
<b>Oct 2022-Dec 2022</b>	382	224	895	134	114
<b>Jan 2023 –March 2023</b>	475	260	869	138	123

The Foster Care Managers have continued to participate in the initial Family Team Meetings to provide guidance on improving engagement and enhancing practice within FTMs with parents, youth and stakeholders. In achievement of this goal, during the SFY 2022, there were 1,206 initial family team meeting (FTMs). Child Welfare Managers participated in 944 of the initial FTMs during the SFY. The data collected shows that an average of 78.3% of the cases having initial FTMs were held with a manager present. Additionally, the data shows that there were 972 FTM cases with identified mothers and fathers, and 616 (63.37%) of the mothers were present and 356 (36.62%) of fathers were present for the FTMs.

The Foster Care Program has continued to collaborate with Louisiana State University and Tulane University Psychology Department to develop contracts which are designed to provide services to children and families throughout the state. These contracts are for three year terms and will be monitored by the Foster Care Unit.

The Foster Care Consultants continued to assist with monitoring and ensuring the accuracy of the Adoption Foster Care Analysis Reporting System (AFCARS). AFCARS is checked to ensure the Agency is accurately tracking children who are a part of the foster care system. The Agency checks for disability errors, court errors and case event errors. All identified errors are updated.

**FC Activities Planned FFY 2024:** During FFY 2024, the Foster Care Consultants will continue to work with the local offices to ensure safety, permanency and well-being of children in foster care through continuous participation in staffings (i.e. transitional staffings, psychopharmacology staffings, and permanency staffings).

The DCFS will continue to track comfort calls and icebreakers to promote and foster relationships.

The Foster Care Program will continue to track and update the AFCARS errors through the TIPs system until the launch of the new CCWIS system.

The Foster Care Managers will continue to participate in initial Family Team Meetings and foster care supervisors will continue to conduct random General Engagement Surveys.

The Foster Care Program will continue to work with the Louisiana State University Psychology Department and will monitor the Best for Babies Program services contract. The Best for Babies program will provide infant mental health treatment, consultations

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with all attorneys, clinicians, DCFS workers, CASAs, and hold more frequent court hearings to move cases along in a timely manner to assist children with achieving permanency.

The Foster Care Program will continue work with Tulane University Psychology Department to monitor the Child and Adolescent Psychiatry services contract. The services available under this contract are Tulane Clinical Consultations and Tulane Comprehensive Assessments and Treatment Team (T-CATT) services. These services are available to the DCFS staff for consultation and children, youth, and families in Foster Care, Adoptions and all programs that are involved in complex cases.

- G. EXTENDED FOSTER CARE (EFC) PROGRAM:** The criteria for program services to youth are: Adjudicated as a Child in Need of Care (CINC); Aged out of foster care on 18th birthday; currently 18-21 years old. The youth has to meet one of the following: Enrolled in a secondary educational program or program leading to equivalent credential; Enrolled in an institution that provides postsecondary or vocational education; Participating in a program or activity designed to promote employment or remove barriers to employment; Employed at least eighty hours per month; or, incapable of above educational or employment activities due to a medical condition.

EFC is a voluntary program and youth must sign a voluntary agreement to participate. Youth in EFC are no longer in the custody of DCFS. Youth in EFC are participating with an extension of foster care services. They retain all of their adult rights. The DCFS will be utilizing the evidence-based *LifeSet* model through Youth Villages as the case management model for EFC. This model is proven to have improved outcomes for youth. All current Foster Care, care-setting types will be available to EFC youth. Each care setting will be making a decision as to accepting/keeping EFC youth. The DCFS will be developing additional placement types available only to EFC youth to include additional transitional living facilities and housing options, host family homes, and supervised independent living situations.

**EFC Update FFY 2021:** In Calendar Year (CY) 2020 there were 288 young adults assisted through the Extended Foster Care (EFC) program, which included five (5) EFC Guardianship subsidies and 21 EFC Adoption subsidies. Extended Foster Care (EFC) completed the rate setting. The Administrative Review (AR) position was filled and program development began. EFC continues in monitoring and tracking all AR's. EFC currently has AR panels in every region across the state of Louisiana except Baton Rouge with plans to expand to the Baton Rouge Region within the next year. EFC facilitated statewide training for CASA on the EFC program and the *LifeSet* model. An EFC training was developed for DCFS Foster Care Staff.

The Wendy's Wonderful Kids (WWK) Recruiter program has been developed for EFC and is operating in both Covington and Baton Rouge regions. A new recruiter was hired due to staff promotion.

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**EFC Activities Planned FFY 2022:** EFC will issue a Request for Proposal (RFP) for the Transitional Living Program (TLP) and award contracts. EFC continues the development of host homes for EFC young adults. EFC continues to work towards developing criteria and process for a stipend increase. EFC will assess the need for and develop additional types of placements for young adults. EFC will evaluate the Wendy's Wonderful Kids (WWK) specialized recruiter program for ages 18-21 piloted in Covington Region and determine how to move forward in making this a statewide effort. EFC will continue the administrative review model development and assess the partnerships with stakeholders with plans to increase knowledge and variety of stakeholders supporting this area of work.

**EFC Update FFY 2022:** In Calendar Year (CY) 2021, the DCFS assisted 263 young adults through the Extended Foster Care (EFC) program, which included eleven (11) EFC Guardianship subsidies and thirty (30) EFC Adoption subsidies. As of February 1, 2022, the DCFS had a total of 116 seventeen-year olds in foster care who will be eligible to enter EFC if they do not reach permanency prior to December 31, 2022. There are 52 young adults who will exit EFC due to age by December 31, 2022. During the CY 2021, the DCFS also identified 20 EFC youth with a history of human trafficking and connected those youth with appropriate services. The Administrative Review (AR) position for EFC was filled and program development began. EFC continues in monitoring and tracking all AR's. EFC currently has AR panels in every region across the state of Louisiana. There were 394 cases reviewed by the AR panel during CY2021. EFC facilitated statewide training at the Together We Can Conference on the EFC program and the *LifeSet* model. An EFC training was also developed for the DCFS Foster Care Staff. The Wendy's Wonderful Kids (WWK) Recruiter program has been developed for EFC and is operating in Covington and Baton Rouge regions. It was also expanded to the Thibodaux region. The program had its first adult adoption in July of 2021. There were a total of 21 young adults served by the EFC WWK Recruiter during CY2021. The DCFS EFC decided not to issue a Request for Proposal for Transitional Living Programs as the need for such placements had decreased. However, the DCFS has continued to look for new community housing resources to meet the needs of these youth. EFC did develop a new stipend policy that included criteria to receive stipends in increments and decrease stipends as the young adults begin to reach the exit age. The DCFS was also able to help 35 young adults through The Barrows Financial Stipend in a secondary school setting with \$1500 per young adult in the fall of 2021. The Barrows Financial Stipend also helped 25 young adults that were in a secondary school setting with \$1000 per young adult in the spring of 2021. The DCFS had 26 EFC youth graduate from high school in May of 2021 and three youth worked on their Hi-Set. For the first round of Pandemic funds, the DCFS distributed monetary assistance to 214 young adults totaling \$608,648.03. During the second round in September 2021, the DCFS assisted 228 young adults totaling \$237,000. The amounts paid varied per young adult.

**EFC Activities Planned FFY 2023:** EFC will continue the development of host homes for EFC young adults. EFC will implement the new stipend policy with implementation completion projected for July 1, 2022. EFC will continue to assess the need for and development of additional types of placements for young adults. EFC will continue the administrative review model and assess the partnerships with stakeholders with plans to increase knowledge and the variety of stakeholders supporting this area of work. EFC will

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begin to evaluate and plan for the restructure of the program due to the large number of youth participating in the program. There is a need to divide the program into two sub-programs; EFC and LifeSet. EFC will include all young adults who do not meet eligibility to participate in LifeSet or those who have completed the LifeSet Model. Projected implementation is the fall 2023. The Barrows Financial Stipend will continue to be used to award youth for the Spring Semester in March of 2022. The DCFS EFC program is looking forward to having 21 high school graduates in May 2022.

**EFC Update FFY 2023:** During FFY 2023, the EFC program served 249 young adults from October 1, 2022 through May 10, 2023 with 22 high school graduates during the 2022-2023 academic school year. ETVs were issued to 69 eligible students. The private donor funding The Barrows Financial Stipend was not available to EFC students during FFY 2023. The DCFS continued to facilitate and track all Administrative Reviews (AR) and coordinate the AR panels. During the FFY 2023, there were 307 ARs.

Extended Foster Care has expanded statewide with six EFC teams located in Baton Rouge, Orleans, Covington, Thibodaux, Lafayette/Lake Charles and Shreveport Alexandria/Monroe regions. Due to high caseloads in the Covington region, one worker was assigned to carry a caseload of young adults who are not eligible for *LifeSet* or who have completed the *LifeSet* model. This worker is able to carry a higher caseload as the visitation requirement is only once a month.

The DCFS began offering the Youth Villages *LifeSet* Model that assists youth exiting care become independent adults. This case management program uses highly trained case workers with small caseloads to provide high-intensity services, including at least one face-to-face session with the youth per week. Case workers help youth achieve their education, employment, housing, permanency and independent living skills during a 9-12 month period depending on the need of the youth. The supervisors must complete one survey per worker on a young adult and stakeholder per month.

Youth Villages conducts yearly program model reviews. These reviews include the focus groups and surveys from staff and young adults to assess the effectiveness of the program and the needs of the youth.

Eligible young adults may participate in the EFC program. If a young adult qualifies to participate in the *LifeSet* program, he/she must participate in *LifeSet*. If a young adult is not eligible to participate in *LifeSet* or has completed the *LifeSet* program they will receive regular EFC case management services.

During the FFY 2023, EFC developed a new stipend policy that includes criteria to receive stipends in increments and decrease stipends as the young adults begin to reach the exit age. At enrollment, if the young adult does not meet eligibility criteria but passes the safety assessment they are eligible to receive \$250 per month until criteria is met. If the young adult meets eligibility criteria, the young adult receives \$500 per month. If the young adult can manage their money, has had stable employment for three months or has been enrolled in school, they are eligible to receive \$1000 per month until age 20. The stipend is

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decreased to \$500 per month from 20-20.5 years of age and \$250 per month from 20.6 until they reach 21. This is to help the young adults slowly adjust to their financial independence. The stipends can be reduced or discontinued at any time if there is a safety concern or the young adult falls out of eligibility.

EFC placement array policy was changed in August 2022 to specify that placement options shall be in the state of Louisiana or an out-of-state placement must be approved through ICPC.

**EFC Activities Planned FFY 2024:** The DCFS will continue in its efforts to develop an alumni group. EFC is developing welcome videos and informational sessions for the youth in Foster Care.

**H. SERVICES TO PARENTS (SP) PROGRAM:** The SP program provides services to parents in families where at least one child has entered the foster care system with the goal of supporting the family in maintaining connections to the child while in foster care and collaborating to achieve reunification with the child. When it is not possible for the family to improve parental protective capacities and remove or diminish the safety threats to the child, the department strives to continue teaming with the family to promote the achievement of permanency for the child through other options and preserve connections to the greatest degree possible.

**SP Update FFY 2021:** DCFS continued to provide services to parents using technology to ensure all parents have access to their child during Covid-19. DCFS continued to work with service providers to provide services through Covid-19 and reunited children with their parents awaiting reunification. DCFS developed *A Parent's Guidebook about Louisiana's Foster Care Program* with the help of parents that have gone through similar experiences. This guide provides parents with information regarding the agency and what to expect. This guidebook provides the parents with the DCFS mission, principles of practice, explains how the child welfare system works, and explains the services and programs available. The guidebook provides parents with a copy of their rights and responsibilities, answers frequently asked questions, provides descriptions of court hearings, Family Team Meetings, and has a glossary of frequently used terms.

Policy 6-201 was updated regarding diligent/concerted efforts to visit parents. It is the policy of the Department of Children and Family Services, in cases where a parent's whereabouts are unknown or the parent is uncooperative, the case manager conduct at least two meaningful attempts to locate or contact the parent per month. Meaningful attempts to locate or visit include attempts at in-person contact (i.e. scheduled and unscheduled home visits) and phone calls. Also expected is in-person or phone contact with family members, public service agencies, and/or service providers to attempt to locate the parent. It is imperative documentation in the family's record reflects efforts to locate and /or visit with all potential parents of a child in foster care.

**SP Activities Planned FFY 2022:** DCFS plans to continue providing services to parents in families where at least one child has entered the foster care system with the goal of

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supporting the family in maintaining connections to the child while in foster care and collaborating to achieve reunification with the child(ren). Please refer to the Foster Care section of the plan for information concerning a number of services provided to parents whose children are in foster care as we continue to support and strengthen families in their efforts to be reunified with their children.

**SP Update FFY 2022:** The DCFS continued to work collaboratively with parents of children who are in foster care by providing services to enhance protective capacity and supported reunification efforts. Staff further supported parents of children in foster care by assisting them in forming informal supports who may assist the family once reunification was achieved. Additionally when children entered foster care, DCFS utilized the Family Connections form and Circle of Influence to ensure diligent efforts to identify all adult relatives, fictive-kin and significant adults whom had a relationship with the child was identified at the onset of the case. Once individuals were identified DCFS assessed individuals to determine how they could best support the family while the child was in foster care.

Policy 6-300 and 6-305 was updated to strengthen DCFS efforts to work with parents of children to identify relatives, fictive-kin or adults who have a relationship with the child to determine how they can support the entire family unit from the beginning. A Relative Notification Letter was developed to provide relatives with information on how to become involved in caring for the child and supporting the family while the child is in foster care.

**SP Activities Planned FFY 2023:** The DCFS will continue to work with parents by providing supportive services to reduce threats of danger and risk so reunification efforts can be initiated as soon as it is safe to do so. With the Child Welfare Assessment and Decision Making Model DCFS will determine Conditions for Return and Conditions for Closure at the initial Family Team Meeting and review it on an ongoing basis. The Condition for Return is a written statement with specific behaviors, conditions or circumstances that must exist for the child to safely return home. During CWADM case reviews, DCFS will determine if reunification to families can be achieved more quickly when conditions for return are met. Additionally DCFS will continue to support efforts to identify informal support systems to assist the family in maintaining connections for the child.

**SP Update FFY 2023:** The DCFS continued to work collaboratively with parents of children in foster care by providing services to enhance their protective capacities, providing support in reunification efforts and assisted the parents in identifying informal supports who may assist the family once reunification is achieved. The DCFS continued to utilize the Family Connections form and Circle of Influence to ensure diligent efforts in identifying adult relatives, fictive-kin and significant adults whom had a relationship with the child at the onset of the case. The DCFS continued to assess individuals to determine ways to support the family while the child is in foster care.

The DCFS updated policies 6-300 and 6-305 to strengthen the DCFS efforts in working with parents of children in foster care to identify relatives, fictive-kin or adults who have a

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relationship with the child to identify ways in which they can support the entire family unit. A Relative Notification Letter was developed to provide relatives with information on how to become involved in caring for the child and supporting the family while the child is in foster care.

The DCFS continued to encourage the use of comfort calls and ice breakers to support the child's placement while in foster care. Parents have an opportunity to meet the caregivers of their child and provide support through the Quality Parenting Initiative.

The DCFS developed a Parent Handbook with parents through the Parent Partner Program. The handbook is provided to parents when their child enters foster care. It provides parents with helpful information on the child welfare process, court information and most importantly the contact information for their case worker. The Parent Handbook is provided to the family at removal to begin preparing for the continued custody hearing.

**SP Activities Planned FFY 2024:** The DCFS will continue to work with parents by providing supportive services to reduce threats of danger and risk so reunification efforts can be initiated as soon as it is safe to do so. With the Child Welfare Assessment and Decision Making Model, the DCFS will determine Conditions for Return and Conditions for Closure at the initial Family Team Meeting and assess the conditions on an ongoing basis. The Condition for Return is a written statement with specific behaviors, conditions or circumstances that must exist for the child to safely return home. Additionally, the DCFS will continue to support efforts to identify informal support systems to assist the family in maintaining connections for the child.

- I. **ADOPTION (AD) PROGRAM:** The goal of the AD program is to provide permanency for children through adoption. Foster care (FC) adoption is a permanency option for children who cannot safely return to their biological families. The goal of adoption is pursued as a permanent plan when the court of jurisdiction determines the child's family is either unable or unwilling to resume care of the child, and the child's needs for safety, permanency and well-being are best achieved through adoption. Pre-adoptive services provided by the FC worker for a child with a goal of adoption include helping the parents voluntarily relinquish parental rights, preparing the judicial termination of parental rights packet in the event the parents are unwilling to surrender, providing ongoing case management services, and preparing the child for the adoptive process. Some of the more important services delivered by the adoption worker include completing a child evaluation/assessment, preparing children for adoption, assisting in the recruitment of child specific adoptive homes as needed, selection of adoptive resource families and placement of children, providing supportive case management services, processing adoption subsidy applications, and participating in the adoption finalization process.

Other post-adoption services are provided within budgetary constraints to any adopted child and his or her adoptive family including those families having adopted internationally. The Department's regionally based Family Resource Centers (FRC) provide supportive post-adoptive services to all Louisiana adoptive families, and parish

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based child welfare (CW) offices offer family services (FS) on a voluntary basis to adoptive families seeking assistance post adoption finalization.

The DCFS AD Program is responsible for managing the Louisiana Voluntary Registry. This entails providing information to adopted persons from closed adoption records as allowed by state law, management of the state's adoption petition file-room, and the handling of all Louisiana public and private agencies, intra-family, and private adoption petitions.

- **Louisiana Voluntary Registry:** Louisiana is a closed adoption state with sealed adoption records, but in 1982 the State Legislature authorized a registry to allow contact between adopted persons and their biological family members should both parties register. The registry is maintained and operated exclusively by the DCFS state office AD staff. In 2008, legislation was enacted authorizing the release of specific information from the sealed adoption record to adopted persons upon their written request, which includes verification of adoption, name of the court where the adoption was finalized and the name of the placing agency or attorney. In 2010, legislation was enacted expanding the list of persons eligible to register to include additional relatives, adoptive parents, minor adopted children and descendants of deceased adopted persons and deceased biological parents. The registry provides non-identifying information reports to persons adopted from a number of private adoption agencies and attorneys' no longer in operation transferring their records to DCFS, as mandated by Louisiana law.
- **Adoption File Room:** Louisiana maintains a centralized adoption file room located in the DCFS headquarters building in Baton Rouge. The AD staff is responsible for maintaining and processing the confidential adoption petition records of every adoption conducted in the state of Louisiana back to the 1920's. Additionally, all adoption records transferred to the Department from adoption agencies no longer in operation and retired adoption attorneys are maintained in the DCFS adoption file room. Authorized Adoption Section staff to provide information as allowed by law to members of the adoption triad access the records frequently. However, records are only released by court order and no adoption record is ever destroyed.

**Adoption Update FFY 2021:** DCFS has 21 children that are freed for adoption and either have an identified resource but are waiting for the Adoption Agreement Form (427-B) to be signed, or DCFS is actively recruiting a permanent resource for them. Monthly calls are held with each Region to discuss any possible delays in the foster family signing the Adoption Agreement Form (427-B) and how program staff may assist.

Of the 31 adoptions finalized in this current FFY, 10/01/2020 – 05/13/2021, 12% (4) were finalized within the Adoption and Safe Families Act (ASFA) guidelines, meaning the children achieved permanency within 24 months of entering care.

The above information is regarding current numbers and a brief synopsis of our efforts thus far regarding the 2021 Adoption Call to Action work. DCFS is excited about the progress

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made as we continue to build upon our efforts to reduce the barriers and delays for waiting children in order to achieve permanency timely.

DCFS has 95 children that are open in Foster Care and have the goal of Adoption, but the parental rights have not been terminated or, as in a few situations, the child is freed for adoption and the worker is in the process of transferring the case to the adoption unit.

The Call to Action database/dashboard was created. The Louisiana Department of Children and Family Services (DCFS) capped National Adoption Month with a virtual event celebrating 549 families who adopted 756 children from foster care during the past year.

Due to the ongoing coronavirus pandemic, the state's 22<sup>nd</sup> Annual Adoption Celebration – like many of this year's adoption ceremonies – was held virtually via Zoom. The event featured First Lady Donna Edwards, video shout-outs to the adoptive families in each region of the state, a video highlight of an adoptive family, a photo slideshow of adoption ceremonies throughout the year and presentation of DCFS's annual Adoption Awards. The 756 adoptions finalized during the 2020 Federal Fiscal Year marked the fourth highest number of adoptions from foster care in Louisiana in a single year. More than 125 of those adoptions happened completely virtually through videoconferencing such as Zoom. Countless others were partially virtual, with the adoptive family and attorneys present in court while extended family and friends participated by Zoom.

Collaboration with our Data Unit has continued to enhance and expand the state's tracking system to monitor children that have the goal of adoption and those freed for adoption. With the available enhanced data, monthly calls are scheduled with the nine regional adoption units to discuss barriers, identify solutions, and determine trends statewide, regionally, and by parish. DCFS continues working to enhance efforts in processes that will reduce the time towards permanency for those children without an identified adoptive resource.

DCFS monitors all pending cases of children freed and placed with an out-of-state adoptive home through Interstate Compact on the Placement of Children (ICPC). Some of the internal barriers identified thus far are additional training opportunities for staff to ensure the correct types of home studies requested and when, submitting complete referrals, placements occurring prior to receiving an approved home study, the time to receive the decision from the receiving state, and for various reasons, non-compliance by the adoptive resource. Through the monthly staffing of each child's case, staff are able to collaborate and identify solutions to eliminate the barriers, thus decreasing the time involved in the overall process.

A Louisiana Service Plan through AdoptUsKids was approved. Louisiana continues to collaborate with AdoptUsKids to develop a Speaker's Bureau to assist in the recruitment and retention of foster/adoptive families who support permanency plans such as reunification and adoption for older youth, sibling groups, and medically fragile children/youth.

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Louisiana continues exploring the options of utilizing the RAVE system through our Department as an additional outreach to educate and share information on the recruitment needs of the children and youth we serve with currently certified foster caregivers. This mechanism allows us to send information to foster caregivers often and quickly.

We continue to ensure that the information and photographs representing our waiting children on the AdoptUsKids website is updated. America's Kids Belong has generously collaborated with the department to provide professional photographers and videographers for these children. Additionally, staff are continuing to develop their skills to access the full array of helpful tools within AdoptUsKids.

DCFS continued monthly staffings with field, reviewing data trends, progress and areas needing continued improvement. The Adoptions Unit continued to assess the usefulness of how data is compiled and rolled out, along with assessing additional training needs for AD staff. The Adoptions Unit provided training to Foster Care Staff by AD Consultants on steps to take in order to achieve timely transfer of case when child is freed for adoption (medical records, birth certificate, etc.) and provide input to CCWIS development on necessary processes to monitor movement and timeliness of case activities. Updated policy revisions were submitted for review to be incorporated within the department's policy as needed.

The Adoptions Unit continued to collaborate with the DCFS Communications Unit to develop a plan to have public service announcements (PSA) aired in communities throughout the state, emphasizing the need for adoptive families for older youth and sibling groups. Baton Rouge was a concentrated area to which the PSA was utilized this past year.

**Adoption Activities Planned FFY 2022:**

- Accountability to achieve timely permanency and reduce time for waiting children.
  - Continue monthly staffing with field, reviewing data trends, progress and areas needing continued improvement.
  - Assess usefulness of how data is compiled and rolled out.
  - Assess additional training needs for AD staff.
  - Provided training to Foster Care Staff by AD Consultants on steps to take in order to achieve timely transfer of case when child is freed for adoption (medical records, birth certificate, etc.).
  - Provide input to CCWIS development on necessary processes to monitor movement and timeliness of case activities.
  - Collaborate with the Bureau of General Council (BGC) to identify delays within their scope of work, such as the filing of TPR petitions timely.
  - Submit updated policy revisions for review to be incorporated within the department's policy.
- Community awareness of need for timely permanency.
  - Collaborate with Home Development to develop a plan for certified caregivers who are interested in adopting becoming registered on AdoptUsKids.

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- Initiate discussion with Managed Care providers to assess their ability to support National Training Initiative (NTI) Adoption Training for the mental health providers in their network.
- Identify Mental Health providers with a specialty in adoption issues for pre and post adoptive services.
- Collaborate with DCFS Communications Unit to develop a plan to have public service announcements aired in communities throughout the state, emphasizing the need for adoptive families for older youth and sibling groups.
- Staff awareness of need for timely permanency.
  - Assess need for NTI Adoption Competency Training for other program staff, to include FC, HD and Bureau of General Counsel.
  - Wendy's Wonderful Kids Recruiters present their roles and responsibilities to each region and collaborate with Foster Care (FC) staff for the need to individualize trainings with FC Units.
  - Ongoing discussions with regions regarding trends with ASFA delays; and delays in continued court hearings. Strategize ways BGC can assist
- Research Pennsylvania's effort to improve court collaboration.
- Research surrounding a smoother process to reinstate parental rights when appropriate.
- Identify duplicated processes within the program.
- Collaborate with LBCH regarding post adoption services/referrals within the Shreveport Region. DCFS and LBCH will explore expanding services including a support group for adoptive parents to other areas.

**Adoption Update FFY 2022:** As of April 30, 2022, the DCFS had a total of 421 children that were freed for adoption, 98 had an identified resource but are waiting for the Adoption Agreement Form (427-B) to be signed and the DCFS is actively recruiting a permanent resource for 155 children. Monthly calls continued to be held with each region to discuss any possible delays in the foster family signing the Adoption Agreement Form (427-B) and how program staff may assist in this process. Of the 406 adoptions finalized in this current FFY 2022, 10/01/2021 – 04/30/2022, 146 adoptions were finalized within the Adoption and Safe Families Act (ASFA) guidelines, meaning the children achieved permanency within 24 months of entering care. During the FFY 2021, 36% of children were adopted within 24 months. The DCFS has 465 children that are open in Foster Care with the goal of Adoption, but the parental rights have not been terminated or, as in a few situations, the child is freed for adoption and/or preparing the record for the transition to adoption. The Call to Action database/dashboard is still being used. The Louisiana Department of Children and Family Services (DCFS) observed National Adoption Month with a virtual event celebrating 470 families who adopted 612 children from foster care with 229 siblings adopted into the same family for FFY 2021.

Due to the ongoing coronavirus pandemic, the state's 23<sup>rd</sup> Annual Adoption Celebration was again held virtually via Zoom on November 18, 2021. The event featured First Lady Donna Edwards, a video highlight of two adoptive families, a photo slideshow of adoption hearings throughout the year and a presentation of the DCFS's annual Adoption Awards. There were 612 adoptions finalized during the 2021 Federal Fiscal Year. Some adoptions

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continued to be partially virtual, with the adoptive family and attorneys present in court, while extended family and friends participated by Zoom.

The DCFS continues to monitor all pending cases of children freed and placed with an out-of-state adoptive home through Interstate Compact on the Placement of Children (ICPC) through a new program system, NEICE 2.0. This has helped to reduce some time delays in completion of out of state home studies as well as placement of Louisiana DCFS children and youth in other states.

Louisiana DCFS continues to collaborate with AdoptUsKids to help provide a Speaker's Bureau to assist in the recruitment and retention of foster/adoptive families who support permanency plans such as reunification and adoption for older youth, sibling groups, and medically fragile children/youth. We continue to ensure that the information and photographs representing our waiting children on the AdoptUsKids website remains updated.

The DCFS Adoptions Unit continued monthly meetings with field staff to review data trends, progress and areas needing continued improvement. This helps to see where training and/or extra help is needed. On-going consultations were held and available when needed. The Adoptions unit also continued to provide input to CCWIS development on necessary processes to monitor movement and timeliness of case activities. Updated policy revisions were completed and incorporated within the department's policy as needed.

The Adoptions Unit continued to collaborate with the DCFS Communications Unit to carry out the plan to have public service announcements (PSA) aired in communities throughout the state emphasizing the need for adoptive families for older youth and sibling groups. One specific PSA was completed over the last year. It was concentrated in the Baton Rouge area and was helpful in spreading the word in the need for ongoing adoptive families.

Louisiana continues exploring the options and utilizing the RAVE system as an additional outreach to educate and share information on the recruitment needs of the children and youth we serve with currently certified foster caregivers. This mechanism allows us to send information to foster caregivers often and quickly. The DCFS AD unit attempted to collaborate with The Louisiana Baptist Children's Home regarding post adoption services/referrals within the Shreveport Region. DCFS will continue to explore expanding services including a support group for adoptive parents to other areas.

Wendy's Wonderful Kids (WWK) Recruiters presented their roles and responsibilities to each region and collaborated with Foster Care (FC) staff for the need to individualize trainings with FC Units. They presented information to Adoption supervisors and developed a Myth Buster informational sheet on what WWK does for children available for adoption. The DCFS also partnered with CASE to provide TAC- Training for Adoption Competency Training for mental health providers. The two year contract will started on May 24, 2021 and will continue for two years until May 24, 2023. The first cohort training began on February 4, 2022.

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**Adoptions Activities Planned for FFY 2023:**

- The DCFS will identify children ages 15 and older who have been freed for adoption for an extended period of time with no identified adoptive resources. The agency will assess birth parents for a permanent connection and consider restoration of parental rights.
- Accountability to achieve timely permanency and reduce time for waiting children.
  - Continue monthly staffing with field, reviewing data trends, progress and areas needing continued improvement.
  - Assess usefulness of how data is compiled and rolled out.
  - Assess additional training needs for AD staff.
  - Provided training to Foster Care Staff by AD Consultants on steps to take in order to achieve timely transfer of case when child is freed for adoption (medical records, birth certificate, etc.).
  - Provide input to CCWIS development on necessary processes to monitor movement and timeliness of case activities.
  - Collaborate with the Bureau of General Council (BGC) to identify delays within their scope of work, such as the filing of TPR petitions timely.
  - Submit updated policy revisions for review to be incorporated within the department's policy.
- Community awareness of need for timely permanency.
  - Collaborate with Home Development to develop a plan for certified caregivers who are interested in adopting becoming registered on AdoptUsKids.
  - Continue discussion with Managed Care providers to assess their ability to support National Training Initiative (NTI) Adoption Training for the mental health providers in their network.
  - Identify Mental Health providers with a specialty in adoption issues for pre and post adoptive services and coordinate the second cohort for TAC (Training for Adoption Competency).
  - Collaborate with DCFS Communications Unit to develop a plan to have public service announcements aired in communities throughout the state, emphasizing the need for adoptive families for older youth and sibling groups.
- Staff awareness of need for timely permanency.
  - Assess need for NTI Adoption Competency Training for other program staff, to include FC, HD and Bureau of General Counsel.
  - Wendy's Wonderful Kids Recruiters present their roles and responsibilities to each region and collaborate with Foster Care (FC) staff for the need to individualize trainings with FC Units.
  - Ongoing discussions with regions regarding trends with ASFA delays; and delays in continued court hearings. Strategize ways BGC can assist.
- Research surrounding a smoother process to reinstate parental rights when appropriate.
- Identify duplicated processes within the program.

**Adoption Update FFY 2023:** In FFY 2022, 700 children were adopted to 538 families statewide. Of those adopted, 269 siblings were adopted together by 122 families. Additionally, 55 teens and 3 young adults achieved permanency with families committed to providing them a strong foundation on their journey to adulthood. For FFY 2023, the

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DCFS has had 349 adoptions as of April 21, 2023 with 179 sibling adoptions by 100 families. Additionally, 25 teenagers and 4 young adults have achieved permanency from committed families.

The DCFS contracted with Tulane University Medical School, Child and Adolescent Psychiatry Services to provide clinical consultations to CW staff, children and caregivers. These services are available to the DCFS staff for consultation and children, youth and families in the Foster Care and Adoption programs that are involved in complex cases. Complex cases are those that include children:

- Under age six (6) with significant mental health symptoms
- Available for adoptions with red flags that may prevent successful placement
- At risk for medical and non-medical residential placement
- With serious trauma for whom adequate services are not available
- With serious trauma who speak Spanish preferentially
- Deemed complex by the DCFS due to trauma and/or mental health disorders

Clinical Consultations are available to all Child Welfare staff statewide on Tuesdays and Thursdays from 11:00 AM to 12:30 PM. Consultation is recommended for complex cases and problematic situations (behavioral concerns, issues related to permanency, issues related to QPI, transitions or placement stability). Consultations may include the caregiver and the DCFS case workers. Session may also include direct consultations with the caregiver to address problematic behaviors. To request these services, a completed Tulane Clinical Consultation Referral Form must be forwarded to the Adoption Program Section at [DCFS.Adoptions@la.gov](mailto:DCFS.Adoptions@la.gov). Consultations are scheduled on a first come first serve basis.

Cheryl Tirado, State Adoption Program Manager in Child Welfare, has been selected to serve on the 2023 National Adoption Association (NAA) Board of Directors. NAA supports the educational needs of those in the adoption professions as well as undergraduate and graduate-level social work students. The association provides continuing education and credentialing services to more than 500 adoption workers at public and private child welfare agencies each year.

In recognition of National Adoption Awareness Month, Wanda Washington, Wendy's Wonderful Kids (WWK) Manager, hosted a Thanksgiving luncheon on November 17, 2022, to celebrate the efforts of the WWK recruiters.

The DCFS, in partnership with the Center for Adoption Support and Education, began its second cohort for Training for Adoption Competency (TAC) on January 27, 2023 with ten participants. TAC is an accredited, national, comprehensive, evidence-informed training program for professionals in the social work, mental health, and child welfare fields. It provides clinical knowledge and skills needed to effectively serve the adoption kinship network. The TAC program consists of 72 hours of clinical practice training that addresses core issues in adoption. Students master eighteen areas of knowledge, values, and skills critical to adoption-competent mental health services. The TAC program also increases access to adoption-competent mental health for all members of the adoption kinship network and to improve the well-being of adopted children and their foster, adoptive, or guardianship families.

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The DCFS continued staff develop through the National Training Initiative course as new staff are hired within the Adoptions Unit. This course is an eight module course focusing on advancing practice for permanency and well-being. This training enables staff to better address the mental health and developmental needs of children in foster, adoptive or guardianship families.

**Adoptions Activities Planned for FFY 2024:** The DCFS will continue its second cohort for Training for Adoption Competency from January 27, 2023 through November 2023 with nine participants. The training course will provide literacy on adoption issues with a focus on developing improved post adoption services to reduce reentry into Foster Care. The Adoption program will began collecting data that will be used to identify trends for reentry. The Adoption consultants will begin assessing cases to identify patterns and determine resources to assist in reunification or re-adoption. The DCFS will continue with the call to action with the regions to identify barriers to adoptions within a 24-month period. During the FFY 2024, the DCFS will continue to work toward achieving timely permanency and reducing the wait time for adoption. Monthly calls to each region will continue to discuss any possible delays in the signing of the Adoption Agreement Form (427-B) by the foster family and identifying how program staff can assist in this process. Monthly staffings to review data trends, and discuss progress and areas needing assistance will continue with the field staff.

**J. ADOPTION SUBSIDY (AS) PROGRAM:** Post-adoption services in Louisiana are offered principally through the AS and Medical Assistance Program (Medicaid), which are federally and state funded. AS services are provided to eligible families until the child's 18th birthday and the Medicaid portion is extended to age 18. The Interstate Compact on Adoption and Medical Assistance (ICAMA) is a major component of the Adoption Subsidy Program, which extends post adoption services across state lines. The Compact provides a framework for interstate coordination to remove barriers to the adoption of children with special needs and facilitates the interstate transfer of adoptive, educational, medical and post adoptive services. Adoption and medical assistance (Medicaid) are the primary issues driving the need for interstate collaboration in interstate adoptions. All families who adopt may apply for an adoption subsidy irrespective of the type of adoption. Many private and child placing agency adoptive families do not meet the IV-E federal subsidy requirements to receive the full range of benefits designed to help move special needs children out of foster care and into permanent homes via adoption. International adoptions are ineligible for state AS assistance.

- **Extended Adoption Subsidy (EAS) Program:** The EAS program is available to those children receiving an adoption subsidy whose adoptive family wishes to continue receiving subsidy services after the child reaches age 18. To be eligible for EAS the youth had to be adopted from foster care after the age of 16, but prior to age 18; and, the child must meet the same criteria as required for participation in the state's EFC program.

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**AS Program Update FFY 2021:** The Adoption Subsidy (AS) and Extended Adoption Subsidy (EAS) programs continue to provide support for youth and young adults. In Calendar Year (CY) 2020, there were five (5) Extended Foster Care (EFC) Guardianship subsidies and 21 EFC Adoption subsidies. The department continued to assist with adult adoptions. Anyone at any age can be adopted in the State of Louisiana. Many young adults who spend time in foster care miss a permanent legal connection with a caring adult. However, there are many different circumstances in which a young adult may choose to be adopted by a caretaker or a permanent connection. If a young adult and a family decide to move forward with an adoption, the department can assist in costs associated with the adoption. Parental rights of the birth parents do not have to be terminated and consent is not needed therefore the adoption process is not complicated and there are no timeframes that need to be met. If a young adult is adopted, they will continue to participate in the extended foster care program and receive the appropriate services until they turn 21 years of age.

**AS Program Activities Planned for FFY 2022:** The Adoption Subsidy (AS) and Extended Adoption Subsidy (EAS) programs will continue to provide support for youth and young adults. The department will continue to assist with adult adoptions.

**AS Update FFY 2022:** The Adoption Subsidy (AS) and Extended Adoption Subsidy (EAS) programs continue to provide support for children, youth and young adults. In Calendar Year (CY) 2021, there were 11 Extended Guardianship subsidies and 30 Extended Adoption subsidies. The department continued to assist with adult adoptions. If a young adult is enrolled in the EFC program and becomes adopted they can continue to participate in the extended foster care program and receive the appropriate services until they turn 21 years of age.

**AS Activities Planned FFY 2023:** The Adoption Subsidy (AS) and Extended Adoption Subsidy (EAS) programs will continue to provide support for children, youth and young adults. The department will continue to assist with adult adoptions.

**AS Update FFY 2023:** In FFY 2022, there were 13 Extended Guardianship subsidies and 27 Extended Adoption subsidies. Additionally, there were 711 guardianship adoption subsidies and 8,781 adoption subsidies served. The DCFS continued to track the youth who were adopted from foster care after the age of 16, but prior to age 18; who meet the eligibility criteria. The DCFS continued to build post adoption services through the TAC program. Quarterly support meetings were held for petition and subsidy workers and supervisors to update on policy, new laws and legislation, and case reviews for training purposes.

**AS Activities Planned FFY 2024:** The DCFS will continue to build services with Training for Adoption Competency.

- K. ADOPTION PETITION (AP) PROGRAM:** DCFS reviews every adoption petition filed in the state for the courts. This review responsibility includes adoptive placements made by public and private agencies and those made by private attorneys for family member

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adoptions and adoptions of children by unrelated persons. The DCFS investigates, upon order of the court, all proposed adoptive situations (legal availability and physical/emotional condition of the child, fitness of the petitioners and conditions of the home) to determine the best interests of the child. The Department submits a confidential report of its findings to the court and assists the family with obtaining the revised birth certificate after the adoption. A copy of each adoption petition record is maintained in the adoption file room.

**AP Update FFY 2021:** The aforementioned activities and service will continue throughout the fiscal year.

**AP Activities Planned FFY 2022:** There is no change in any of the aforementioned information. All current services will continue.

**AP FFY 2022:** The aforementioned activities and service continued throughout the fiscal year.

**AP Activities Planned FFY 2023:** The DCFS will adhere to the amendment of Act 6 which became law on August 1, 2021. This amended and enacted Children’s Code Article 1239.1 relative to the department’s responsibility of releasing yearly statistics on the adoption and placement of children in Louisiana. These statistics shall be made available to the public. All other services will continue in the adoption petition program.

**AP FFY 2023:** The DCFS is currently purging and archiving the petition records and sending the State Office archives to be microfiche and placed into Louisiana Database and used in the Voluntary Registry. In FFY 2023, ACT 6 was updated with new language which enacted ACT 633. ACT 633 makes the responsibility of the confidential reports that of the private adoptions agency or the attorney. This change removes the responsibility from the adoption petition workers.

**AP Activities Planned FFY 2024:** The DCFS will continue the process of purging and archiving petition records through completion. All other services will continue in the adoption petition program. Due to the changes made to CCWIS, the DCFS will be contracting with Blue Streak Technologies to build a new petition system that will be more efficient in data collection for adoption petitions.

- L. **GUARDIANSHIP SUBSIDY (GS) PROGRAM:** The GS program serves the guardians of children who entered a guardianship arrangement from foster care to provide supportive services for the care of the child to maintain the guardianship situation. Guardianship subsidy services may include an ongoing maintenance subsidy, special board subsidy for special care requirements provided by the guardians; special services subsidy to meet special needs of the child; and ongoing medical coverage through Medicaid.
- **Extended Guardianship Subsidy (EGS) Program:** The EGS program is available to those children receiving a guardianship subsidy whose guardians wish to continue receiving subsidy services after the child reaches age 18. To be eligible for EGS the youth had to enter a guardianship arrangement from foster care after the age of 16, but

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prior to age 18; and, the child must meet the same criteria as required for participation in the state's EFC program. Additionally, the Guardianship family must retain financial responsibility for the care of the young adult as established through quarterly eligibility redetermination. The Guardian of youth may only continue receiving the Extended Guardianship Subsidy up through the youth's 21st birthday as long as the youth continues to meet eligibility requirements.

**GS Update FFY 2021:** In 2020, thirteen youth qualified for the Extended Guardianship Subsidy. Letters were mailed to each youth and caregiver within 90 days of the youth reaching the age of majority. As of December 31, 2020, five youth were enrolled in the Extended Guardianship Subsidy Program, the majority qualifying based on educational criteria.

**GS Activities Planned for FFY 2022:** Continue to provide services to those meeting eligibility and requesting services.

**GS Update FFY 2022:** In 2021, there were eleven youth that qualified for the Extended Guardianship Subsidy. During the last FFY 2021, a chart called the Comparison Chart, was created to enable stakeholders to identify the most appropriate circumstances, to assist judges in making fully informed decisions regarding permanency and to help clarify the differences among the options of custody, guardianship and adoption. Policy 6-854 was updated to reflect the definition of guardianship, the caseworker's responsibilities and the guardianship subsidy (financial support). The comparison chart describes that legal guardianship is underutilized in CINC cases. The comparison chart summarized concepts for custody, guardianship, and adoption in Louisiana CINC cases. Policy 6-854 also reflected, the child should be in the certified home for six months for a guardian to be eligible for guardianship. A Guardianship training was recorded on January 7, 2022 and added to DCFS training academy for self-pace training. The comparison chart was attached to the training and can be printed for reference.

**GS Activities Planned for FFY 2023:** The DCFS will continue to provide guardianship to eligible children, when reunification or adoption is not in the best interest of the child.

**GS Update FFY 2023:** During FFY 2022, sixteen youth qualified for the Extended Guardianship Subsidy. The DCFS continued to utilize the Guide to Legal Guardianship in CINC cases to help clarify the difference between the options of legal custody to a relative or other individual, legal guardianship and adoption through the DCFS. The guide provided insight into the caregiver's authority and responsibility to the child as well as a procedural overview of the court process. The guide was shared with caretakers (foster, adoptive, relative and fictive kin) to provide detailed information to assist them with making an informed decision as it pertains to permanency options for the child. The foster care consultant ran monthly reports for children in care over twelve months with a goal of reunification. The report was shared with the local offices and case staffings were held to provide case updates on the permanency plan and changes were made when necessary regarding the best interest of the child. Monthly in person meetings were held within the regions with management and updates regarding guardianship as a permanency option with

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caretakers was discussed and feedback was provided on the caretakers feelings regarding guardianship as the permanency plan for the child. Copies of Guide to Legal Guardianship in CINC hearings were provided to the local office staff. The foster care consultant encouraged the local office staff to ensure that discussions are held regarding guardianship with a subsidy as an option for permanency for the child.

In 2023, Policy 6-2110 was updated to reflect that children in TFC homes are not required to be placed in the home for six months prior to allowing the caretakers the option to adopt the child. This change was made to assist with achieving timely permanency for the child.

**GS Activities Planned for FFY 2024:** The foster care consultants will continue to meet with the managers to discuss and encourage guardianship with a subsidy when reunification is not an option and guardianship is in the child's best interest. The DCFS will continue the practice of educating caregivers and stakeholders on the effectiveness of guardianship.

**M. HOME DEVELOPMENT (HD) PROGRAM:** Services include recruitment, certification, retention, and support to DCFS foster and adoptive families and private foster care providers. Additional information concerning HD is found in the Foster and Adoptive Parent Diligent Recruitment Plan.

**HD Update FFY 2021:** Due to COVID concerns, pre-service training was adapted to a virtual format. HD workers continued child specific trainings. DCFS collaborated with Crossroads NOLA to adapt A Journey Home Pre-Service training to a virtual format and Crossroads NOLA started providing all pre-service training for regular foster homes effective January 2021. HD staff continued completing home studies, support for foster parents, certification of foster homes, and maintenance of certifications. Effective February 1, 2021 the HD staff will provide oversight of contracted Therapeutic Foster Care (TFC) homes program. TFC's in Louisiana moved from being monitored by the Behavioral Health unit to the HD unit. HD continued monitoring contracts and determining if children meet the characteristics to be housed in a TFC. HD staff continued securing housing needs for children and youth.

The HD Supervisor Advisory Committee continued to seek ways of improving work processes as well as work morale. The HD Supervisor Advisory Committee consists of four Home Development Supervisors, three Child Welfare Consultants and one Child Welfare Manager. The committee continues to meet quarterly.

HD continues to have monthly HD supervisor calls, which allows HD supervisors to hear updates to policy, timelines for completing work activities and discuss new initiatives. Policies 21-003: Foster Care Placement Process was revised.

**HD Activities Planned FFY 2022:** Home Development is reviewing all Home Development policies and procedures to ensure policy and procedures are aligned with Model Home Licensing Regulations and to ensure policy aligns with other DCFS programs. Home Development has continued to work with the EFC Workgroup to develop

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policies and procedures for host families for young adults participating in the Extended Foster Care program. This work will continue.

HD will continue to update orientation and training for host homes. HD will collaborate with EFC workers to find out if host families need additional training and obtain feedback about the current online trainings.

**HD Update FFY 2022:** Home Development Pre-Service training continued during FFY2022 by being adapted and presented in a virtual format due to COVID concerns. Hurricanes across the state this past fiscal year also greatly impacted training in several areas of the state. However, HD staff were able to continue working around any barriers related to COVID and natural disasters in all HD areas including recruiting, certifying and maintaining foster homes. A data dashboard was also created to assist field staff in having more access to Home Development data to monitor case compliance and time frames.

The management of private therapeutic foster home placements was moved to the Home Development Unit from the Behavioral Health Unit during 2021. HD staff worked with TFC providers to develop and implement a process for emergency TFC homes. All referrals for TFC placement are sent to State Office HD for determining if child/youth meets criteria for TFC placement. If child/youth meets criteria, the regional HD office works with TFC providers to secure placement. This has led to more timely placements of children needing specialized care. HD also continued to provide oversight of the contracts for all TFC placements.

Home Development also worked with the Extended Foster Care program to develop policies and procedures for families interested in serving as host homes for young adults participating in Extended Foster Care program. Policies and procedures were developed for Extended Foster Care Host families and will be implanted into policy guidelines. In conjunction with the EFC workgroup, a new training plan was also developed.

The HD Supervisor Advisory Committee was phased out and replaced with bi-weekly HD supervisor calls to allow for more participation from all HD regional supervisors. This allowed for new and/or revised policies to be reviewed along with discussions on improving practice, addressing any concerns reported by the group members, and to continue the work related to on-going recruitment and retention of foster caregivers. A process was also implemented whereby Home Development Supervisors completed random surveys of certified foster families in an effort to determine foster caregiver satisfaction and caregiver needs. An automated, online system was also created to survey families that had recently closed their homes in an effort to increase survey responses. Previous closure surveys had been conducted with paper forms being mailed to the families. Response rates have improved 55% since implementing the online reporting system. These responses are gathered, compiled and analyzed with quarterly reports and mailed to the regions as yet another means of improving support and retention of foster caregivers. HD consultants also sent monthly reports and hosted calls with each region to review the results of the surveys completed by caregivers who recently closed their homes to further strategize ways to improve HD outcomes.

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The DCFS has contracted with a private, non-profit organization to provide oversight of foster caregiver support throughout the state. This is referred to as Foster Caregiver Support Organization or FCSO. This organization provides a foster care ambassador that works with local foster caregiver support organizations to enhance and increase caregiver services. In areas where there is no local support, the ambassadors work with local community partners in an effort to create new supports. The Ambassadors host monthly support groups for foster caregivers and work one-on-one with caregivers, as needed, whether in dealing with placement issues or obtaining needed resources. All Ambassadors are TBRI Practitioners (Trust-Based Relational Intervention) and also work with families to assist in stabilizing placements and preventing disruptions. In addition, the FCSO is working with local support organizations to establish peer mentor programs for foster caregivers. Experienced caregivers are paired with new caregivers or caregivers needing additional support with the goal of assisting new caregivers in gaining skills as well as working to support and preserve foster home placements.

**HD Activities Planned for FFY 2023:** Home Development will continue to update policies and procedures to align with licensing regulation changes, as needed. HD will continue with implementation of EFC policies and procedures for Host Families of EFC young adults. HD is exploring specialized training for TFC families through “Together Facing the Challenge.” This will assist in ensuring therapeutic caregivers’ skills are adequate to meet the specific needs of all children and youth needing therapeutic care and that the care provided is consistent. HD will be working with the communications director for the DCFS to update and implement a statewide recruitment campaign for basic level foster care needs. The DCFS will also hire a recruitment lead who will oversee recruitment activities for specific age groups to meet their individual needs.

All online foster caregiver training will continue to be reviewed and updated to ensure courses are relevant and to determine if new courses are needed. A three-year training plan based on length of certification for families has been developed in efforts of building upon caregiver skills as they gain experience and will be reviewed annually to make changes, as needed.

A Foster Caregiver Advisory Board will be developed that will consist of relative and regular foster caregivers from across the state. The Board will review current policies and practices as related to foster caregivers with this first year focusing on training needs and communication. In conjunction with the Advisory Board, an electronic mailbox will also be created to allow caregivers the opportunity to express concerns or needs so that it can be addressed by the Advisory Board.

**HD Update FFY 2023:** Home Development continued to update policies and procedures to align with licensing regulation changes, as needed. HD continued with implementation of EFC policies and procedures for Host Families of EFC young adults. HD explored specialized training for TFC families through “Together Facing the Challenge” but will not be pursuing this training due to fiscal constraints. HD worked with the communications director for the DCFS to update and implement a statewide recruitment campaign for basic

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level foster care needs. In July 2022, DCFS hired a recruitment lead who oversees foster parent recruitment and retention efforts statewide.

State Office HD staff continued to review all online foster caregiver training to ensure courses are relevant and to determine if new courses are needed. State Office HD staff reviewed the three-year training plan for foster families. State Office HD implemented two new in-person trainings for new foster families: Regional Connection and Navigating the Journey. These trainings were created to offer additional support to families and increase retention rates of newly certified foster families.

A Foster Caregiver Advisory Board launched in 2022. The board consists of relative and regular foster caregivers from across the state. Foster caregivers across the state were surveyed regarding issues that affect their fostering experience. These issues fell within three categories: policy and practice; training and support; and communication. The Board reviewed results of the surveys and selected two to three topics within each category to present to the subcommittee work groups. The subcommittees began researching and working on solutions to the issues presented in FFY 2023.

**HD Activities Planned for FFY 2024:** Home Development will continue to update policies and procedures to align with licensing regulation changes, as needed. HD will continue with implementation of EFC policies and procedures for Host Families of EFC young adults. HD is exploring specialized training for TFC families through “Together Facing the Challenge.” This will assist in ensuring therapeutic caregivers’ skills are adequate to meet the specific needs of all children and youth needing therapeutic care and that the care provided is consistent.

HD will continue working with the communications director for DCFS to implement a statewide foster parent recruitment campaign. The recruitment campaign will address the need for basic level foster homes. The campaign will also address the public’s perception of the foster care system and foster parenting.

All online foster caregiver training will continue to be reviewed and updated to ensure courses are relevant and to determine if new courses are needed. State Office HD plans to continue to monitor and evaluate the effectiveness of Regional Connection and Navigating the Journey, the new mandatory in-person trainings for foster parents offered in each region statewide.

The Foster Caregiver Advisory Board and subcommittees will continue to meet throughout the year to address issues and concerns in the areas of policy and practice, training and support, and communications. The subcommittees will submit recommendations to the Board. The Board will review suggestions from the subcommittees and determine which issues should be referred to DCFS for further action.

N. **BEHAVIORAL HEALTH AND RESIDENTIAL SERVICES PROGRAM:** This program contracts with and manages placements for children in Foster Care with behavioral health issues, extreme care needs or other challenging placement needs.

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Services include assessments to ensure appropriateness of care setting selection; monitoring of placement caregivers to ensure adequacy of treatment and other behavior management protocols in meeting child needs; and, advocating for or developing care settings when there are no available options to meet the child's needs. This program works closely with the LDH and managed care organization health plans to serve our most high-needs children.

**Behavioral Health and Residential Services Program Update FFY 2021:** Louisiana DCFS continued to focus on maintaining and furthering the reduction in the use of congregate care settings achieved in FFY 2020. The DCFS collaborated with the Louisiana Office of Behavioral Health in a Quality Improvement Collaborative, focused on the Six Core Strategy values, funded by the Building Bridges Initiative. Five residential facilities received intensive support to implement strategies to reduce police calls and emergency room visits. Organizations focused on amplifying youth voice and choice, and instituting more collaborative and trauma informed strategies to prevent police calls, runaways, and emergency room visits. During the period when outcomes were tracked, providers noticed a 75% decrease in police calls and runaways. In this reporting period, congregate care utilization declined by approximately 16%, with an average utilization decrease from 120 to 100 youth. The impact of the COVID-19 crisis is still yet to be determined.

**Behavioral Health and Residential Services Program Activities Planned FFY 2022:** Develop a network of providers that offer Qualified Residential Placements. Develop and collect outcome measures related to family engagement and permanency for youth served in Qualified Residential Placements. Collaborate with the Office of Behavioral Health and other behavioral health stakeholders to enhance residential behavioral health care for youth in Louisiana.

**Behavioral Health and Residential Services Program Update FFY 2022:** In FFY 2022, the DCFS altered its array of congregate care providers to align with Section 50741 of Public Law 115-123, Bipartisan Budget Act of 2018.

In October of 2021, Louisiana established four Qualified Residential Treatment Programs (QRTP) with 42 total beds. There are two facilities for girls and two for boys. In March of 2022, a solicitation was published to expand the QRTP network. The DCFS also identified a network of licensed qualified mental health providers to serve as qualified individuals to complete the QRTP eligibility assessment. The DCFS has adopted the Child and Adolescent Needs and Strengths Comprehensive Assessment (CANS) as the eligibility determination tool. Twenty-six (26) youth have been assessed and determined eligible for QRTP services.

Data collection has started with the current QRTP providers. The DCFS has developed a team and started working with the University of Louisiana at Lafayette, Kathleen Babineaux Blanco Public Policy Center to develop a data analysis process. Once the plan is complete, the Blanco Center will report specific program outcomes back to the DCFS during FFY2023. This will help to establish outcome measures related to family engagement and permanency for youth served in Qualified Residential Placements.

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The DCFS collaborated with the Pelican Center Court Improvement Program to share information with Louisiana judges and attorneys on their role in QRTP as outlined in the Family First Prevention Services Act law. In FFY2022, Louisiana also contracted with the Blanco Center at University of Louisiana to evaluate key QRTP outcomes. Work in this area will focus on determining critical indices that will be assessed to determine family engagement and permanency outcomes for youth and their families who experience QRTP.

In FFY 2022, the DCFS established additional specified settings as reflected in section 50741 of Public Law 115-123. One residential provider serves children and youth at risk for human sex trafficking and another provider specializes in providing pre-natal, post-partum, and parenting supports for pregnant and parenting young adults.

Louisiana retained a network of congregate care settings that are not recognized as a special setting. Louisiana continued to contract with twelve Child Residential Facilities; three that exclusively serve girls, five facilities that serve boys and four facilities that serve both girls and boys.

The DCFS also collaborated with The Pelican Center Court Improvement Program to facilitate an inter-agency workgroup to identify and address gaps in behavioral health treatment to explore other modalities for care such as IOP, PHP, post-acute residential treatment, and additional specialized ways to meet the behavioral health needs of children with unique pervasive and acute challenges that cannot be met by our current system of care.

The DCFS continued to collaborate with the LA Department of Health/Office of Behavioral Health, and the managed care organizations, to connect children and youth in DCFS custody with needed residential behavioral health treatment. The DCFS utilizes the five Psychiatric Residential Treatment Facilities (PRTF) in Louisiana that accept Medicaid. It is the policy of Louisiana to connect children to in-state treatment providers whenever possible. However, when there is no willing or able treatment provider within Louisiana to meet the unique needs of individual children and adolescents, the DCFS will seek out of state treatment for children and youth. During FFY 2022, two (2) youth received treatment in an out of state PRTF. During FFY 2022, COVID continued to impact PRTF utilization. Achieving PRTF availability was decreased due to limited workforce and implementation of Isolation and quarantine protocol.

**Behavioral Health and Residential Services Program Activities Planned FFY 2023:**

In FFY 2023, the DCFS Behavioral Health Residential Services Program will focus on quality improvement within the array of congregate care providers. The LA DCFS and OBH were awarded a one-time grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to establish the “Training Institute for Best Practices in Youth Residential Care.” Child welfare and behavioral health authorities will share oversight of this grant. This project is in the planning phase as LDH and the DCFS continue the work together to identify the needs of the licensed residential providers during FFY

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2023. Once needs are identified, training curriculum will be purchased, staff will be added, and training will be offered to both LDH and DCFS licensed providers. This grant will be used to help pay for staff, training curriculum, and to provide the needed trainings in an online format for all LDH and DCFS licensed residential providers.

The DCFS expects the solicitation will result in additional QRTP providers. It is a goal of the DCFS to increase the QRTP network to 100 beds. The DCFS will institute uniform measures and assessments in an on-going effort for continuous quality improvement and assurances to assure best practice, increased capacity and positive program outcomes. The DCFS recognizes the unique needs of children and youth served by the DCFS solely by QRTP's at this time.

The DCFS will continue to work with providers outside of the QPTR network to ensure a network of residential services and support precisely aligned to meet the needs of children and youth in DCFS custody and their families. The DCFS will continue work with the Blanco Center to assess outcome measures related to family engagement and permanency for youth served in Qualified Residential Placements. Louisiana will then explore providers to offer services in a more precise way in line with the department by looking at additional services including emergency shelters, emergency facility-based respite, planned facility-based respite, crisis stabilization, short-term diagnostic and assessment care, and residential skill-building centers.

In FFY 2023, the DCFS will work with The Pelican Center Court Improvement Program to facilitate inter-agency workgroups to identify and address gaps in behavioral health treatment.

This Training Institute housed within the Louisiana Child Welfare Training Academy (LCWTA) will provide a virtual platform for self-paced training and technical assistance endeavors specifically for residential care providers across all levels of residential care and residential treatment. This Training Institute will be used to enhance trauma-informed care, crisis response, and mental health treatment to youth with serious emotional disturbances who experience residential care. The LA DCFS will continue weekly meetings with OBH and the two preferred Managed Care Organizations (MCO) for intensive case management and problem-solving for complex cases involving children and youth in DCFS custody.

**Behavioral Health and Residential Services Program Update FFY 2023:** In FFY 2023, the DCFS continued work to establish additional specified settings as reflected in section 50741 of Public Law 115-123. The DCFS contracts with two residential providers who serve children and youth at risk for human sex trafficking and one provider that specializes in providing pre-natal, post-partum, and parenting supports for pregnant and parenting young adults.

Louisiana DCFS has maintained contracts with twenty-two (22) Child Residential providers. Six of the providers are contracted as Qualified Residential Facilities and sixteen (16) are contracted as non-specified group homes. Providers at both levels of care have struggled with workforce sustainability concerns, resulting in a persistent dearth of

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residential resources. On average, providers are able to only offer 70% to 80% of the contracted beds, due to lack of staff to meet the staff ration requirements. Staffing shortages are a significant barrier to utilizing congregate care beds fully, but it is not the sole barrier. Providers continuously deny admits citing the presentation of the children who are referred for care based on the intensity of supervision and specialized care that would be required to confidently manage the milieu and address the safety needs for all the residents and staff in the home. Two providers did separate from service, citing workforce, reimbursement, and complexity of the service population for their actions. This loss also added to the critical bed shortage. The DCFS continues to work with the network of contracted providers to identify areas in need of improvement, possible solutions, and to develop policies and protocols for unanticipated complications. A solicitation for new child residential facility providers that are not QRTP/non-medical group homes was also issued in March of 2023. In October of 2022, there was a proposal to increase the rate for child residential facilities but this has not yet been approved.

The DCFS has experienced an increase in the number of children entering custody with acute mental health diagnosis and severe developmental disabilities, but there has not been the commensurate growth in the network of providers who are able or willing to care for children with these complex presentations. The DCFS has established a more robust partnership with the LA Office for Citizens with Developmental Disabilities and the local Human Service Districts and Authorities to help achieve care settings for child/youth in the DCFS custody with developmental disabilities and or comorbid developmental and behavioral health challenges.

The DCFS has continued the contract with Crossroads to continue QRTP training coaching on Trust-Based Relational Intervention (TBRI). In September 2022, the DCFS launched a bi-monthly clinical education series for BHRSU and QRTP Liaisons to enhance knowledge and problem solving in for youth with behavioral health challenges. This educational series is provided via a contract through the Office of Behavioral Health.

The DCFS does expect congregate providers to be competent in provider care for diverse populations, including those within the LGBTQ community. Providers report needing additional guidance in provider care for transgender or non-binary youth, given that licensing rules and regulations do not reflect specialized rules for this population. Louisiana DCFS has reached out to state and international experts to address specific concerns and will work in the future to address this need in a systemic manner.

The DCFS continued collaboration with the LA Department of Health/Office of Behavioral Health and the managed care organizations, to connect children and youth in DCFS custody with needed residential behavioral health treatment. The DCFS utilizes the six Psychiatric Residential Treatment Facilities (PRTF) in Louisiana that accept Medicaid. It is the policy of Louisiana to connect children to in-state treatment providers whenever possible. However, when there is no willing or able treatment provider within Louisiana to meet the unique needs of individual children and adolescents, the DCFS will seek out of state treatment for children and youth. During FFY 2023, fourteen (14) youth received treatment

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in an out of state PRTF. Additionally one youth received treatment out of state for substance use disorder, given the acuity of her drug use and the threat to her mortality.

The DCFS has also continued collaboration with the Pelican Center to promote education to court officers on QRTP processes and requirements. Weekly rounds occurred between the DCFS and preferred MCO's to resolve challenges related to discharging children and youth from psychiatric hospitals to the recommended level of care. The Office of Behavioral Health joined the rounds to provide oversight as the state agency who contracts the MCOs.

The DCFS continued to provide QRTP services, which includes services and supports targeted to at-risk children and youth with significant behavioral health challenges or co-occurring disorders to the most appropriate, family focused, and youth informed care providers. The DCFS has continued to follow QRTP policy regarding the federal requirements of an independent assessment for eligibility be conducted by a Qualified Individual (QI) within 30 days for all youth placed in a QRTP and the courts being required to approve all QRTP placements within 60 days in order for the DCFS to seek Title IV-E reimbursement. However, there are cases in which the child is accepted into a QRTP but then does not stay long enough for the initial assessment to be completed due to the child returning home or to their foster home, another hospitalization, the facility asking for the child's removal due to not following the rules, the child may have runaway or other individual specific needs changing. Below are charts that reflects the number of DCFS children referred for QRTP placements by region:

<b>Foster Children and EFC Youth in QRTP placement from October 1, 2021 to September 30, 2022</b>						
<b>Region</b>	<b># of children</b>	<b>IV-E eligible</b>	<b>Assessment completed</b>	<b>Assessment Approved Placement</b>	<b>Court Date set</b>	<b>Court Approved Placement</b>
Orleans Region	10	3	7	7	5	6
Baton Rouge Region	8	3	6	6	3	3
Covington Region	8	7	2	2	4	4
Thibodaux Region	15	11	12	12	7	8
Lafayette Region	7	2	7	7	7	7
Lake Charles Region	6	2	5	5	4	5
Alexandria Region	6	6	4	4	2	2
Shreveport Region	5	2	4	4	2	2
Monroe Region	2	1	1	1	1	1
<b>TOTAL</b>	<b>67</b>	<b>32</b>	<b>53</b>	<b>53</b>	<b>35</b>	<b>38</b>

<b>Foster Children and EFC Youth in QRTP placement from October 1, 2022 to April 30, 2023</b>						
<b>Region</b>	<b># of children</b>	<b>IV-E eligible</b>	<b>Assessment completed</b>	<b>Assessment Approved Placement</b>	<b>Court Date set</b>	<b>Court Approved Placement</b>
Orleans Region	9	2	6	6	5	6
Baton Rouge Region	11	4	10	8	2	2

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Covington Region	11	3	10	9	5	6
Thibodaux Region	12	9	9	9	4	5
Lafayette Region	9	2	9	9	6	6
Lake Charles Region	7	5	7	6	4	5
Alexandria Region	5	4	2	2	1	1
Shreveport Region	3	1	3	3	2	2
Monroe Region	1	1	1	1	1	1
DCFS State Office	1	1	1	1	0	0
<b>TOTAL</b>	<b>69</b>	<b>32</b>	<b>58</b>	<b>54</b>	<b>30</b>	<b>34</b>

**Behavioral Health and Residential Services Program Activities Planned FFY 2024:**

The DCFS will continue work to increase the network of providers that offer Qualified Residential Placements that are trauma informed and ready to address any specific needs of children including those within the LGBTQ community. The DCFS BH unit will continue to collaborate with the Office of Behavioral Health and other behavioral health stakeholders to enhance residential behavioral health care for youth in Louisiana. Data collection will continue with help from the DCFS consultant to enhance data analysis of ongoing data collection to further assess outcome measures related to family engagement and permanency for youth served in Qualified Residential Placements. The DCFS BH unit will continue ongoing reviews and recommendations for amendments to Licensing regulations to ensure alignment with FFPSA requirements of QRTP, and the DCFS QRTP terms of agreement.

**O. INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN (ICPC)**

**PROGRAM:** ICPC coordinates services with other states for out-of-state placements of children in foster care with non-custodial parents, relatives, foster parents, permanent adoptive homes and residential care providers when it is either in the child’s best interests for achieving permanency or no other appropriate resource is available to meet a child’s treatment needs within the state.

**ICPC Update FFY 2021:** ICPC continued coordinating services with other states for children in foster care placed across state lines. Continued monitoring and improvement of ICPC processes as the National Electronic Interstate Compact Enterprise system (NEICE) implementation is expected on October 5, 2020. ICPC continues coordination with the CCWIS to ensure incorporation of NEICE by completing preliminary meetings to ensure the incorporation of NIECE Clearinghouse into development of the system. The system allows quick and secure exchange of data and documents for transmission of referrals in ICPC across state lines. Foster Care, Extended Foster Care, Adoption, Home Development and ICPC staff participated in NEICE training to develop skills needed to process referral in the NEICE system. The training began August 31, 2020. The training consists of three parts:

- NEICE Class 101 Part 1 – Child Welfare Specialists, Foster Care, Extended Foster Care, Adoption, Home Development and State Office/Central ICPC.
- NEICE Class 101 Part 2 Part 2 for Foster Care, Extended Foster Care, Adoptions, Home Development and State Office/Central ICPC
- NEICE Part 3 for ICPC staff ICPC Case Coordinator in State/Central Office.

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**ICPC Activities Planned FFY 2022:** Continue coordinating services with other states for children in foster care placed across state lines. Monitoring and improvement of ICPC processes as NEICE implementation continues. Ongoing coordination with the CCWIS team to ensure incorporation of the NEICE Clearinghouse into the development of the system.

Formalize the ICPC tracking process to identify all pending cases of children freed and placed in an out-of-state adoptive home. Develop a format to identify barriers to achieving timely permanence, and develop a plan of action for identified barrier(s).

**NEICE (ICPC) Update FFY 2022:** On July 8, 2021, Louisiana transitioned from the original NEICE CMS/MCMS to NEICE 2.0. NEICE Webinars were provided to all DCFS Child Welfare staff utilizing NEICE June 21 through June 29, 2021. Currently, the ICPC Online System (Legacy) operates in conjunction with NEICE 2.0 and it identifies the number of children placed in Louisiana and outside of Louisiana. The NEICE tracking system has been finalized. It is designed to identify all active cases, the total number of cases and incoming and outgoing compliance deadlines.

**NEICE (ICPC) Activities Planned 2023:** ICPC will continue coordinating services with other states for children in foster care placed across state lines. The DCFS will continue to monitor and improve the ICPC processes in NEICE 2.0. Ongoing coordination is being held with the CCWIS Team and the Office of Technology Services (OTS) to ensure incorporation of the NEICE Clearinghouse into the development of CCWIS/Unify and ensure the needs of ICPC are included in Unify.

**NEICE (ICPC) Update FFY 2023:** Louisiana ICPC continues to use the NEICE Modular Case Management System (MCMS) 2.0. This system allows Louisiana the ability to communicate and transmit documents to approximately 42 NEICE states. This helps to safely and effectively transmit information for children in a timely and effective manner, reducing the time required for approval and supervision in accordance to the Safe and Timely Interstate Placement of Foster Children Act of 2006. Louisiana ICPC is working with the CCWIS Project Team and Office of Technology Support (OTS) to transition from the NEICE MCMS to the Clearinghouse Direct from SACWISS/CCWIS. The CCWIS Project was placed on hold in October 2022.

Members of the Louisiana ICPC Team currently serve on the NEICE Clearinghouse Technical Discussions and NEICE Guidance Committee with the Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC). The Louisiana ICPC Team has been very active on the national level and participation in the following AAICPC Committees: Annual Business Meeting, Compliance, and Conference. Louisiana ICPC also participated in the AAICPC Monthly Updates. Louisiana also hosted the AAICPC Annual Conference and Business Meeting held in New Orleans, LA, May 15-18, 2023.

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The ICPC provided ongoing supports and trainings to Child Welfare staff statewide. Training was provided to Child Welfare staff, judges in New Orleans and Jefferson Parish, and to attorneys assisting in Private Adoptions. ICPC is currently working with the Louisiana Child Welfare Training Academy (LCWTA) to develop a training curriculum and module to place in Moodle to allow staff to receive ongoing training. NEICE Training was made available to all Child Welfare staff with the assistance of Tetras Corp.

**NEICE (ICPC) Planned Activities FFY 2024:** The Louisiana ICPC Team will continue coordinating services with other states for children in foster care placed across state lines via NEICE.

The DCFS will provide training and assistance as needed and one-to-one by the ICPC Team. ICPC will work close with the CCWIS Project Team and the Office of Technology Services (OTS) to ensure incorporation of the NEICE Clearinghouse into the development of CCWIS for 2024.

The ICPC Team will develop training regarding ICPC Rules and Regulations with the LCWTA. ICPC will work closely to develop the following modules: ICPC Basics, Home Studies, ICPC Regulations, and ICPC Quarterly Reviews. The ICPC Team will continue to be available to other professionals and provide training and support to judges, attorneys, and families seeking assistance.

**P. SERVICE COORDINATION**

The coordination of service delivery through the DCFS CW programs with participants, including other government agencies, private partners, community organizations, other stakeholders, and the clients is discussed throughout this plan. The utilization of other federally funded programs such as TANF, CCDF, Medicaid, SNAP, etc., is presented in the initial section on *Collaboration*. Involvement of Community Based Child Abuse Prevention, the Children’s Justice Act, and the Court Improvement Project are presented in the initial section on *Collaboration*, and in other locations within the plan as appropriate.

Additional coordination of services related to a prevention vision will occur through the efforts of the **Family First Prevention and Services Act (FFPSA) Workgroup**. DCFS and the Annie E. Casey Foundation formed a steering committee and workgroup. The overview of the workgroup’s goals is to: 1.) Analyze data to determine current prevention expenditures, and 2.) Identify the prevention service array and payment gaps, which can be filled with FFA Prevention options. The initial meeting was held on February 12, 2019. The group met on April 8, 2019 and May 13, 2019. There were consultation calls held with Child Focus on March 21, 2019 and April 3, 2019. Meetings have continued on the second Monday of each month on an ongoing basis. Child Focus consultation is providing workgroup guidance and a framework for goals.

**FFPSA Update FFY 2021:** DCFS is working to determine the best use of the Family First Transition Act funding allocated to the state. The agency is interpreting the provisions for the IV-E funding and evaluating the Clearinghouse programs identified to determine which programs will reduce out of home placement of children. The evaluation for the FFPSA

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will include analysis of current services being providing, funding sources, and outcome data. Determination of the Candidacy definition in addition to identification of evidenced-based programs considering the target population are planned activities in the development of the FFPSA plan. DCFS will incorporate policy, programming, and continuous quality improvement and evaluation as part of the prevention plan development. Intercept and Child First are two home visiting models being considered for implementation in two areas of the state.

**FFPSA Activities Planned FFY 2022:** The Prevention, Residential Redesign and Administrative workgroups will meet with internal and external stakeholders throughout the next fiscal year to continue planning efforts on the Title IV-E prevention state plan and residential redesign process.

An amended Title IV-E pre-print to include a section on QRTP's will be submitted as well as the Title IV-E prevention pre-print and Title IVE 5-year prevention state plan.

A steering committee has been developed and meets monthly to provide feedback, direction and oversight to the work of the three workgroups.

**FFPSA Update FFY 2022:** The Prevention, Residential Redesign and Administrative workgroup has met monthly during FFY 2021 to work towards the goal of achieving our prevention vision through the development of Louisiana's FFPSA plan. The workgroup currently has six sub-committees to address every area of this plan. To work towards decreasing the number of congregate care needs, the DCFS developed and prepared for QRTP implementation. The DCFS built the program to ensure QRTPs comply with the guidelines and federal law requirements governing both administrative and programmatic requirements. The DCFS partnered with The Pelican Center to provide education to the judges and court officers involved in QRTP eligibility determinations and this training was completed during FFY 2022. The DCFS updated policies to support fidelity to FFPA regulations regarding utilization of QRTPs and specified settings. Louisiana DCFS implemented QRTP services on October 1, 2021 with a total of four QRTP Providers, two serving females and two serving males. Upon implementation of QRTP in Louisiana, the DCFS convened a Learning Collaborative involving the four QRTP providers to develop and refine QRTP practice standards, protocols, policies and documentation. At implementation, Louisiana had a QRTP bed capacity of 43 beds. In the fall of 2021, the DCFS also implemented two specified settings in accordance with FFPSA, one for youth at risk for human trafficking and one serving pregnant or parenting youth. In March 2022, the DCFS solicited for additional QRTP providers to expand the QRTP bed capacity to 100 beds. As of May 2022, Louisiana QRTPs have had 28 admissions, involving 26 discrete children.

In an effort to reduce out of home placements, Louisiana DCFS has chosen two home visiting prevention programs, Child First and Intercept. The DCFS has been working towards completing a sole source contract with the national provider for Child First, which will allow for the selection and training in addition to ongoing support of the affiliates. Louisiana has been working to develop Child First implementation that will focus on the areas of the state with the most out of home placements for children age 0-5,

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due to abuse or neglect. Child First is an evidence-based, intensive, early childhood model that works with the most vulnerable young children and their families, helping them heal from the damaging effects of stress and trauma. The two-generation approach builds strong, nurturing, caregiver-child relationships, promotes adult capacity, and connects families with needed services. This home-based intervention improves family stability and prevents future child abuse and neglect. The DCFS has been working to identify affiliate agencies in four areas of the state to provide intensive in-home services to families with substance abuse and mental health issues with the Child First Model.

Youth Villages' Intercept model is an evidence-based, integrated approach to in-home parent skill development that meets the individualized needs of a child and family. The model supports children who have serious emotional and behavioral problems or who have experienced abuse and/or neglect. The program specializes in working with children who are at high risk of entry or re-entry into foster care by helping families retain children in their custody. A contract was signed with Youth Villages on May 1, 2021 and the DCFS launched a pilot of the Intercept model in East/West Jefferson, Orleans, Livingston, and Tangipahoa parishes in July and August of 2021. The total capacity of families that can be served at one time is currently at 40 with plans to expand. The DCFS has been working towards adding Intercept services in Caddo parish as the next service area. As of March 4, 2022, the contract with Choices to implement Intercept services in Caddo parish was finalized. Choices is in the process of hiring staff and it is anticipated that they will begin providing services in Caddo parish within the next three to six months. Youth Villages is working closely with Choices to help with the implementation process. Stakeholders from Caddo parish have also been included in the upcoming implementation of Intercept in their region.

**FFPSA Activities Planned for FFY 2023:** The DCFS plans to continue to refine and develop QRTP policies and protocols to achieve maximum efficacy to FFPSA intent and guidelines during FFY 2023. The DCFS will seek technical assistance to provide education, training and coaching to QRTP providers and DCFS staff to improve the Family and Permanency Team process. The DCFS will develop a quality assurance approach to monitor QRTP process measures and outcome measures through the work with the Blanco Center. The DCFS will continue work towards implementation of Child First during FFY 2023. This program will begin and focus on the areas of the state with the most out of home placements for children age 0-5, due to abuse or neglect. Child First will be implemented in Louisiana utilizing Transitioning Funds and will plan to begin using IV-E funding once the prevention plan is submitted and approved. In addition, DCFS will be expanding Intercept services throughout the state next year. A virtual informational meeting will be held in Caddo parish stakeholders to share about Youth Villages Intercept model, to meet with Choices leadership and staff, and to take part in the discussions regarding implementation plans. Once implementation gets closer, a virtual meeting with Caddo parish DCFS staff will be held. The DCFS will incorporate policy, programming, and continuous quality improvement and evaluation as part of the prevention plan during FFY 2023.

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**FFPSA Update FFY 2023:** The Louisiana Family First Prevention Services Plan was submitted in October of 2022 with approval still pending. The DCFS is actively working to create a robust continuum of prevention services, with FFPSA focusing on families at risk of removal and entry into foster care.

Louisiana DCFS's vision is to transform the social service system in partnership with public agencies, private agencies, courts, and community partners, so that the children, youth, families, and pregnant and parenting youth we serve and support are:

- Safe and free from maltreatment;
- Living in safe, supportive, and stable families where they can grow and thrive;
- Healthy and resilient with lasting family connections;
- Able to access a full array of high-quality services and supports that are designed to meet their needs; and
- Partnered with safe, engaged, and well-prepared professionals that effectively collaborate with individuals and families to achieve positive and lasting results.

Ongoing strategies for accomplishing these goals are to:

1. Promote safe, reliable, and effective practice through a strength-based, trauma-responsive practice model for child welfare services.
2. Engage in a collaborative assessment process that is trauma-informed, culturally-responsive, and inclusive of formal and informal family and community partners.
3. Expand and align the array of services, resources, and evidence-based interventions available across child welfare services based upon the assessed needs of children, families, and pregnant and parenting youth, to include additional resources aimed at preventing maltreatment and unnecessary out-of-home placements.
4. Invest in a safe, engaged and well-prepared professional workforce through training and other professional development including strong supervision and coaching.
5. Modernize DCFS's information technology to ensure timely access to data and greater focus on agency, individual, and family outcomes.
6. Strengthen the State and local continuous quality improvement processes by creating useful data resources to monitor performance, using evidence to develop performance improvement strategies, and meaningfully engaging internal and external stakeholders.

Louisiana's initial state Title IV-E Prevention Plan is intentionally narrow in scope. Our intent is to first solidify a basic operational foundation by utilizing principles of implementation science and then expanding capacity through subsequent amendments to the plan. The prevention service array will expand through plan amendments as additional evidence-based services are approved through the Title IV-E Prevention Services Clearinghouse.

To ensure fidelity the DCFS intends to build a Louisiana Assessment Model that will be implemented in all CW programs to measure and evaluate the impact on service delivery with changes to the model as needed to improve effectiveness. The DCFS has identified several pathways for families to receive a continuum of primary, secondary, and tertiary prevention services in Louisiana. This includes families who are not known to the Department, known but with risk factors, and those families who have a finding of abuse

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and/or neglect with safety and/or risk factors. Candidates for Family First Prevention Services will include:

- A child who is a victim of maltreatment in which safety and risk factors can be mitigated by the provision of in-home services and is able to safely remain at home with a child-specific Prevention Plan;
- Children who have exited foster care through reunification, guardianship, or adoption and may be at risk of re-entry.

Louisiana DCFS has worked for the past five years to build the capacity of DCFS, legal stakeholders, and local communities to provide a comprehensive array of services and effective delivery of services that strengthens protective capacities of families to prevent maltreatment, repeat maltreatment and their children's entry into care; shorten foster care stays; reduce trauma and placement disruptions and entry into more restrictive placements; and supports the safety, stability, and self-sufficiency of Louisiana families and children. A State Level Workgroup, representing multiple disciplines and systems, worked together and provided collaboration, communication, and support at the state level to strengthen the capacity of parishes and address statewide systemic challenges and gaps in services and supports. Another workgroup facilitated a meeting with Casey Family Programs to discuss a prevention model that addresses one of the greatest needs identified through helping parents problem solve what services and supports they need (before the DCFS intervention) and how to access them once they are identified. This workgroup partnered with Crossroads NOLA, the Louisiana Department of Health, and the Louisiana Department of Education to problem solve more efficient ways to connect children and families to accessible, appropriate, and quality mental health services (another cross-cutting barrier identified in all pilot parishes). These partnerships will support the successful implementation of the service array strategies, build the capacity of the pilot sites to promote trauma informed parenting, care, and treatment, and develop new opportunities for training. Through state and community partnerships, Louisiana DCFS has also developed a collaboration with United Way/211 to help connect our families with needed services. This along with all of our other strategies will continue as legal stakeholders and the department partner together to implement, administer, and expand the evidence-based service array and delivery through the Families First Prevention and Services Act to promote collaborations across state-level systems and within local communities.

Louisiana's definition for candidacy for foster care is a child, under the age of 21, who is at imminent risk of foster care entry or re-entry. A family is a candidate for prevention planning when a child or children in the family meet one or more prevention planning candidacy eligibility criteria and the family is matched with an approved evidence-based prevention service. For the purposes of eligibility determinations, the term family includes situations when children are living with kinship caregivers or other guardians. Louisiana has defined the following prevention candidacy eligibility categories:

- The child is at imminent risk of out-of-home placement or re-entry into Foster Care
- Family Services is being implemented to provide reasonable efforts to prevent the need for removal of the child from the home.

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- A child whose family has a substance abuse issue affecting the care and safety of the child or a child born exposed to substances.
- Siblings of children in Foster Care who reside at home and have assessed safety concerns.

Based on a thorough understanding of key populations afforded by a review of data, the DCFS and its partners reached a decision as to which children and families could be eligible for and ultimately receive services under the prevention plan. Louisiana will continue to analyze data and may expand the candidacy description or refine the imminent risk criteria in later iterations of this plan. There is commitment by the DCFS to serve as many families as possible and appropriate through Title IV-E preventive services.

All families with an active DCFS case have identified risk factors and/or safety concerns that led to a determination of the need for ongoing intervention and support to enhance safety and mitigate risks for one or more children in the family. The DCFS uses a formal Safety Assessment (form 5) and Structured Decision-Making (SDM) tools to assess safety and risk. These tools guide decisions regarding determinations to provide treatment services. Therefore, all children involved in a family treatment case meet criteria of risk of entering foster care without provision of services and support to mitigate risks and address safety concerns. Pregnant/parenting youth are eligible for services to support development of effective parenting practices and prevent the foster youth's child from entering the DCFS custody.

To determine candidacy eligibility, families with a child or children who meet one or more criteria will be assessed to identify risks and underlying needs. This assessment will include a review of information from safety and SDM tools, assessment information from other involved agencies, and information the family provides. The family team will work together to develop a plan to address needs and mitigate risks.

The Family First Core Team comprised of management, workgroup leads, and communication staff guided by the Capacity Building Center for States, along with local partner agencies, Judges, service providers, community partners, parents and youth with lived experiences, and other stakeholders worked to review data and focus on the specific needs of children in Louisiana to develop our Family First five-year plan. Louisiana has chosen to start our prevention efforts using Intercept and Child First with a specific focus on children with at-risk behaviors and substance exposed newborns.

The Family First Services and Prevention Act requires that each program listed in a State's Five-Year Title IV-E Prevention Program Plan have a well-designed and rigorous evaluation strategy, unless granted a waiver from HHS. With a rating of "well-supported," the DCFS is requesting a waiver from conducting a rigorous evaluation of Intercept. The Child First program is currently rated as "supported" by the Title-IV E Clearinghouse. The DCFS is committed to continuous quality improvement through contract monitoring and measuring implementation fidelity and outcomes of evidence-based programs rated as "well-supported" as well as those rated as "supported" or "promising." On a semiannual basis, the DCFS will conduct fidelity reviews of both Intercept and Child First. A rigorous

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evaluation will be required to measure outcomes for Child First participants. The DCFS entered into a contract with the University of Louisiana at Lafayette, Kathleen Babineaux Blanco Public Policy Center (Blanco Center) to provide research support to the DCFS in identifying best practices for agency programs; assisting agency staff to identify and track key metrics related to program activities and outcomes; and conducting program evaluations to support the agency's efforts to improve the quality and impact of programs administered by the DCFS. The DCFS also entered into a contract with the Baldacci Consulting Group to provide ongoing support for the development of the 5-year IV-E Prevention Services Plan related to data reporting, financing, and cost allocation.

The DCFS BH unit has continued to refine and develop QRTP policies and protocols to achieve maximum efficacy to the FFPSA intent and guidelines during FFY 2023. The DCFS has sought technical assistance to provide education, training and coaching to QRTP providers. The DCFS is in the early stages of developing a quality assurance approach to monitor QRTP process measures and outcome measures. At this time, Louisiana has a QRTP bed capacity of 55 beds. The DCFS also contracts with specified settings in accordance with FFPSA, one for youth at risk for human trafficking and one serving pregnant or parenting youth. In March 2022, the DCFS solicited for additional QRTP providers, and added one provider, to achieve a total of five QRTP providers in the state. From May 2022 to May 1, 2023, Louisiana QRTPs have had 77 admissions, involving 75 discrete children.

The DCFS completed a sole source contract with NSO Child First provider, which allowed for the selection and training in addition to ongoing support of the Child First affiliates. NSO Child First has identified four affiliates that will provide Child First services in the Orleans, Covington, Baton Rouge, Monroe, Alexandria and Shreveport Regions. The aforementioned regions are the areas of the state with the most out of home placements for children ages 0-5, due to abuse or neglect. The affiliates will provide Child First intensive in-home services to families with substance use and mental health concerns. The affiliate agencies have signed their Provider Agreements with NSO and submitted their contracts to the DCFS for review and approval. Child First is an evidence-based, intensive, early childhood model that works with the most vulnerable young children and their families, helping them heal from the damaging effects of stress and trauma. The two-generation approach builds strong, nurturing, caregiver-child relationships, promotes adult capacity, and connects families with needed services. In February 2023, three of the four affiliates started the Child First training and it is anticipated that the affiliates will begin servicing clients in May 2023. The remaining affiliate, which will serve Baton Rouge region and parts of the Covington region, is scheduled to start the Child First training in June 2023. To monitor quality assurance and performance, DCFS is seeking technical assistance from the Blanco Center.

The DCFS will continue work towards implementation of Child First during FFY 2023. Once approved, Child First will be implemented and Louisiana will begin utilizing IV-E funding.

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The DCFS has been expanding Intercept services across the state to enable families to receive the support they need by working with children who are at a high risk of entering or reentering foster care and assisting families in keeping children in their custody. Intercept services in East/West Jefferson, Orleans, Livingston, and Tangipahoa parishes in continued and expanded from serving 40 families to now serving 55 families at one time. Intercept services in Caddo parish began in May of 2022 through a contract with Choices. They provide Intercept services in Caddo parish. The DCFS implemented Youth Villages Intercept in East Baton Rouge parish in January of 2023 and caseload are steadily increasing. Intercept services have been provided to 208 children across the state from July 1, 2022 to April 30, 2023.

The DCFS has continued to work with all the providers to ensure we are using the model appropriately by meeting their timelines, providing reports back to DCFS, and contacts are made with clients as required. The DCFS started to incorporate policy, programming, and continuous quality improvement and evaluation as part of the prevention plan during FFY 2023.

**FFPSA Activities Planned for FFY 2024:** Louisiana DCFS will continue to work towards approval of our FFPSA plan. The DCFS will incorporate policy, programming, and continuous quality improvement and evaluation for all prevention services as part of the prevention plan during FFY 2023. The DCFS will continue to provide education, training and coaching to QRTP providers and DCFS staff to improve the Family and Permanency Team process. The DCFS will continue to seek additional QRTP providers.

Child First will be implemented in Louisiana using FFPSA Transition Funds in pilot areas of the state with the most out of home placement of children ages 0-5. Each affiliate will implement four teams and each team will serve an average of 10 to 15 clients per team. Child First will be piloted in the five identified regions, Covington, Baton Rouge, Orleans, Shreveport, Alexandria and Monroe. The DCFS will continue to work with the Blanco Center in developing a quality performance measure to monitor Child First progress. Each affiliate will continue to participate in the Child First trainings. The DCFS will develop a Child First referral process in addition to Child First policy for pilot areas.

The DCFS will continue to expand Intercept services across the state this year to enable families to receive the support they need. The DCFS will continue work with the provider to make sure we are using the model correctly. The DCFS will continue to incorporate policy, programming, and continuous quality improvement and evaluation as part of the prevention plan during FFY 2024. The DCFS is currently waiting on the approval of the Request for Proposal for additional Intercept team to ensure service availability across the state.

**SERVICE DESCRIPTION:**

The following is an assessment of gaps in the current provisions of services through the Child Welfare programs of the department:

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1. Services are provided to families following an allegation of child neglect and/or abuse when immediate safety concerns appear manageable, yet future risk of harm continues to be a concern. These families have been assessed as needing services provided while the child remains in the home. Services needed in order to prevent future maltreatment, such as, mental health treatment, substance abuse treatment, and home based skill building in some instance are delayed or service provisions are incongruent with reason for Agency involvement. The DCFS has redefined the assessment of safety and risk process in an attempt to assure services needed to prevent future maltreatment are provided to families. As part of our current Program Improvement Plan (PIP), we have begun extensive assessment of the services provided to families in the community, in order to determine individual needs as it relates to preserving family units.
2. Children ages 0-5, including substance exposed or affected newborns, and children with developmental or medical disabilities have been identified as a population of greater focus as they are at greater risk for increased safety and risk concerns. The department continues to see a rise in the number of Substance Exposed Newborns (SEN). Policies, practices, and legislation have been developed to address the issues, but ongoing work is needed. The DCFS will continue to monitor occurrence of SEN reports, and possible collaborations to address the issues.
3. The DCFS will focus more attention on developing services to children age five and under. The Department needs to reduce the length of time children under age five are without a permanent family.
4. The Department will collaborate with the Court Improvement Program (CIP) and Pelican Center in assessing effectiveness of the Family Preservation courts in assuring permanency for children; in effectively sustaining parental custody of children during parent substance use treatment; and, in preventing repeat maltreatment of children.
5. Safety focused practice is key to assessing the safety of children in families and the referral to services when needed. State and regional implementation plans will continue to target specific improvements in staff diligence regarding the sufficiency of information collection, the recognition of danger and the development of safety plans. State and regional staff will provide additional support and training to reinforce and extend field staff expertise in safety and risk assessment practice. Competency assessment and evaluations will be conducted to determine additional training and support needed for field staff. Consultations will continue to be available to field staff to further knowledge and development of skills.

These areas as well as the gaps in practice identified through the PIP assessment and development will be a focus for improvements in CW practice through the 2020-2024 timeframe.

**Q. STEPHANIE TUBBS JONES CHILD WELFARE SERVICES PROGRAM, TITLE IV-B SUBPART 1**

**Services Specific to Use of Funds:** Child welfare service components of the DCFS are focused on an effective and accountable child welfare system. Services are provided statewide in 64 parishes through 9 regional offices and 48 parish offices. Service components include Centralized Intake (CI), Prevention and Family Services (FS), Foster Care Services (FC) and

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Adoption Services (AD). In 2005, the state expended \$1,300,615 of the grant on foster care maintenance. No funds were used in 2005 for adoption assistance or childcare. The state assures that funding for this service will not exceed the 2005 expenditure levels. DCFS budget and fiscal staff confirm that none of these funds were used for childcare or adoption assistance payments. During the federal grant period from October 1, 2020 through September 30, 2022, the Louisiana DCFS reported on the SF425 the total recipient amount share was \$1,470,459. This document was completed by the fiscal unit on June 10, 2023.

The grant allocation for the Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B, Subpart 1) to Louisiana will continue to be used in Louisiana to prevent the neglect, abuse or exploitation of children and to keep families together in two of the stated purpose areas of the grant; to protect and promote the welfare of all children; and for prevention and support services to at-risk families with services to allow children to remain with their families (wherever safely achieved). The services and efforts included in the grant are:

1. Services for children adopted from other countries:
2. Services to children under the age of five
3. Efforts to track and prevent child maltreatment deaths

The Department continues to focus on improving the service array to children and families to ensure safety, permanency and well-being. The DCFS Child Welfare practice principles will guide the service delivery process as well as continuous quality improvement efforts. The department will continue to focus on improving staff and stakeholder involvement, the use of data and strengthening its commitment to quality improvement.

**1. Services For Children Adopted From Other Countries:**

- **Activities to support the families of children adopted from other countries:** Louisiana provides pre and post adoption services to support inter-country adoptions through the Adoption Petition Program, which assists families to record adoptions in Louisiana, and then obtain a revised birth certificate. Regional Family Resource Centers (FRC) provide supportive post adoptive services to all Louisiana adoptive families and the DCFS offers family services on a voluntary basis to adoptive families seeking assistance post-adoption finalization. Adoptive families can self-refer for behavioral health services through the Louisiana Behavioral Health Partnership.

For foreign children entering protective custody experiencing adoption disruption and/or dissolution Louisiana provides ongoing foster care services, to include board rate, independent living skills development, educational support services, medical assistance, psychological support, and clothing replacement services.

<b>Inter-Country Adoption Data:</b>	
Federal Fiscal Year	Number of Children With “Out of Country Birth Location”
2018-19	26 (22)
2019-20	7 (22)

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<b>Inter-Country Adoption Data:</b>	
Federal Fiscal Year	Number of Children With “Out of Country Birth Location”
2020-21	11 (21)
2021-22	6 (28)
2022-23	12
TOTAL	105*

*The data will be derived from the TIPS download files for the Adoption Petition Program. All cases reported above will be closed in the Adoption Petition Program. Cases are to be counted in the year in which the adoption petition program case was closed.*

*\*Numbers in parentheses are updated numbers based on an adjustment to the count to include those cases counted in the year in which the adoption petition program case was finalized with the corrected final total*

**2. Services to Children Under the Age of 5:**

**Targeted services provided to these children to reunify or find a permanent family:** All services typically offered to children in foster care to insure safety, promote permanency and sustain child well-being are provided to this population of children. Through concurrent planning, efforts are made to place children with families who can provide permanent placements for them should they be unable to return to their parents' custody. This involves placing children with relatives who are willing to adopt or accept custody/guardianship of the child or with foster parents who are dually certified as adoptive parents and who are willing to accept legal risk placements.

**How developmental needs of children under age five are addressed:** Early Periodic Screening, Diagnostic, and Treatment (EPSDT) services are provided through the child’s Medicaid provider. Through collaboration with LDH, Medicaid program, the Healthy LA managed care programs establish a medical home for all children receiving Medicaid, which includes children in foster care, so a primary care physician will be able to monitor the child’s developmental needs. Through collaboration with the LDH, Office of Citizens with Developmental Disabilities (OCDD), Early Steps screening for all children involved in an abuse/neglect investigation is required to identify early signs of developmental delays and acquire appropriate services. Finally, through interdepartmental collaboration with the Child Care Assistance Program, childcare services are offered to children in foster care to address developmental and socialization needs.

Staff are required to complete an assessment of the client family (Assessment of Family Functioning) including assessment of each child in the home regardless of their involvement in the abuse and neglect. The assessment includes assessment for safety as well as any needs related to development, physical or mental and emotional health.

Specific policy addresses how to assess and work with Substance Exposed Newborns and their families. Policy provides guidance on conducting a thorough assessment of the infant, caregivers and the environment in order to determine what services, if any, are appropriate for the family.

An Infant Mental Health/behavioral health screening tool was developed for children age five and under to assist workers with identifying behaviors indicating further

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assessment and treatment might be indicated. All children are required by DCFS policy to be screened unless they are already receiving early intervention, Early Childhood Support and Services (ECSS) or other behavioral health services. ECSS is a state program managed by the Louisiana Department of Health (LDH), Office of Behavioral Health (OBH) provide a coordinated system of screening, evaluation and referral services and treatment for families of children ages 0 through 5 years who are at risk of developing cognitive, behavioral and relationship difficulties.

The two infant teams in the state in the Orleans Region provide infant mental health services. (For additional information on the Infant teams, please refer to the PSSF section of this plan.) The infant teams provide comprehensive services to children, ages 0-60 months whose families are involved with DCFS due to maltreatment or who have been prenatally exposed to drugs or alcohol. Comprehensive assessments include intake assessment, psychosocial assessment of caregiver and child, infant mental health assessments, developmental evaluation, neurodevelopmental evaluation and school/daycare observations. The infant mental health assessment includes a variety of evidence-based assessments used to assess the status of the caregiver-child relationship.

Training is being provided with Tulane Infant Mental Health statewide to staff and caregivers on planning transitions when infants and young children move to a different placement including reunification, adoption or different foster home placements. Transitions, particularly with infants and very young children must be carefully planned and take into consideration the attachment and development of the child and transitioning the child in a way which minimizes trauma and supports healthy attachments as the child moves to a different caregiver setting.

Foster parent pre-service training *A Journey Home* is devoted to childhood development with a focus on early childhood development. Two additional sessions in pre-service training are focused on understanding infant and childhood trauma and helping infants and children heal from trauma and how to support healthy attachments.

**Activities Planned for FFYs 2021-2024:** Implement Planful Transitions policy, incorporating Regional Program Specialist support to field staff throughout the state to help in transitions for children ages 0-6 whether into care, from care setting to care setting or out of care.

- Expedite foster family adoptions for young children when in the best interests of the child once termination occurs to insure timely permanency;
- Continue focus on early identification of relatives and notification of child involvement in foster care;
- Use family teaming to build team of supportive individuals for the family to improve achievement of case plan goals; and,
- Assess safety of child and parental protective capacities more frequently to achieve enhanced parental functioning to meet the safety needs of the child as soon as feasible.

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**Services to Children under the Age of 5 Update FFY 2021:** DCFS continued the efforts noted above. DCFS continued ensuring staff were aware of targeted services for children within the 0-5 year age group such as Early Steps. DCFS continued to ensure the appropriate services and placements were identified and coordinated with local staff and programs within the agency. Quarterly review of adoption dissolution reports were conducted to identify foreign adoptions, monitor service provision to children who have entered protective custody, and provide adoption recruitment services.

**Services to Children under the Age of 5 Activities Planned for FFY 2022:** Continue ongoing efforts listed above. Continue conducting quarterly reviews of adoption dissolution reports to identify foreign adoptions, monitor service provision to children who have entered protective custody, and provide adoption recruitment services, if needed.

**Services to Children under the Age of 5 Update FFY 2022:** The DCFS continued to expedite adoptions for children under the age of five when the parent's rights have been terminated and it is in the best interest of the child. The DCFS continued to identify and locate relatives timely and inform of the child's involvement with foster care. The DCFS continued to build a team of supports for successful achievement of goals. Frequent and thorough assessments of risk and safety continued to ensure the safety and needs of the child. The DCFS maintained staff awareness of targeted services for children within the 0-5 year age group such as Early Steps. Louisiana also collaborated with the Child Find Project to determine ways to educate staff and improve service delivery to infants, toddlers, and youth with disabilities through Early Steps. The DCFS continued to ensure appropriate services and placements were identified and coordinated with local staff and programs within the agency. Quarterly reviews of adoption dissolution reports were conducted to identify foreign adoptions, monitor service provision to children who have entered protective custody, and provide adoption recruitment services.

**Services to Children under the Age of 5 Activities Planned 2023:** The DCFS will continue ongoing efforts to assist staff in supporting the transition of children under age 5 from care setting to care setting. Quarterly reviews of adoption dissolution reports will continue in FFY 2023. The DCFS will continue conducting quarterly reviews of adoption dissolution reports. Work with the Child Find Project will also continue to ensure new staff and others within DCFS understand services provided to Early Steps. The DCFS will continue to advocate for children under 5 that may be eligible for assistance through programs and partnerships with Early Childhood Supports.

**Services to Children under the Age of 5 Update FFY 2023:** The DCFS continued to expedite adoptions for children under the age of five when the parent's rights have been terminated and it is in the best interest of the child. The DCFS continued to ensure appropriate services and placements were identified and coordinated with local staff and programs within the agency. Quarterly reviews of adoption dissolution reports were conducted to identify foreign adoptions, monitor service provision to children who have entered protective custody, and provide adoption recruitment services.

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The DCFS continued to identify and locate relatives timely to inform them of the child's involvement with foster care to ensure ongoing connections with birth families and fictive kin. The DCFS identifies and provides written notice to all relatives and fictive kin within the first 10 days and no later than 30 days from children entering foster care to ensure ongoing connections to the child's community. Approximately 42% of all youth in foster care are placed with a relative caregivers. Frequent and thorough assessments of risk and safety continued to ensure the safety and needs of the child. The DCFS has also supported these caregivers through kinship services provided through the Kinship Navigator Program. In November 2021, the DCFS established guidelines for care setting decisions made for children under the age of six. These guidelines are being used to ensure consideration of adult relatives is made and to ensure placements with relative verses nonrelative caregivers are in the best interest of the child. These guidelines also include planful transitions to ensure the child's team works together to support the child create a health move.

The DCFS maintained staff awareness of targeted services for children within the 0-5 year age group such as Early Steps. All children under the age of five years old are referred to Early Steps once initial contact is made with the child and family. For children receiving Foster Care services, the DCFS can refer children for services through the Permanency Infant and Preschool Program (PIPP) also known as the Louisiana State University (LSU) Infant Team. This team provides a multidisciplinary mental health evaluation, treatment, and consultation to infants and children through age 5 years old who are victims of child maltreatment and their caregivers. Children enrolled in this program receive developmental assessments and testing as well as treatment. Services are also provided for infants age 0 to 3 years old through the Safe Baby Courts/Best for Baby. These courts include attorneys, mental health clinicians, DCFS workers, and CASA staff that work together for the best interest of the child. These courts current reside in the following parishes: Livingston, St. Helena, St. Tammany, Tangipahoa, and Washington Parish.

The DCFS continued to provide foster parent pre-service training *A Journey Home* which includes a focus on early childhood development. Two additional sessions in pre-service training are focused on understanding infant and childhood trauma and helping infants and children heal from trauma and how to support healthy attachments.

**Services to Children under the Age of 5 Activities Planned 2024:** The DCFS will continue ongoing efforts to assist staff in supporting the transition of children under age five from care setting to care setting. The DCFS will continue to advocate for children under the age of five by providing preventative and treatment services to address development needs of children such as Early Steps and the Best for Baby Program. Quarterly reviews of adoption dissolution reports will continue in FFY 2024. The DCFS will continue conducting quarterly reviews of adoption dissolution reports. The DCFS will continue to provide guidance and assistance to staff statewide on the importance of planful transitions, continued connections to relatives, and the importance of involving the child's team in decision making for children. The DCFS will continue to train all foster parents on infant and childhood trauma.

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**3. Efforts to Track and Prevent Child Maltreatment Deaths:**

DCFS compiled, completed, and accurately reported information on child maltreatment deaths to NCANDS. DCFS continues to gather relevant information on children's deaths from relevant organizations within the state. DCFS continues to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities involving and engaging relevant public and private agency partners, including those in public health, law enforcement, and the courts. DCFS continues to collaborate and support partner services to prevent child maltreatment deaths through the following.

DCFS continues to hold Manager High Risk Staffings to ensure a higher-level involvement in cases with the greatest risk of poor safety outcomes including cases with the likelihood of becoming a fatality/near fatality. The purpose of the Manager High Risk Staffings is to reinforce accurate application of safety and risk assessment practice, assure that appropriate safety actions have been taken when needed, and assists workers and supervisors with decision-making.

Cases meeting the following criteria are identified as high risk:

- Level 1 investigation with a victim under the age of 5;
- Investigations with a victim under the age of 5, if there are 2 or more investigations within a six-month period;
- Level 1 investigation with victims over the age of 5 if the allegation category is physical abuse;
- Investigations in families that have a second substance exposed newborn;
- Investigations with victims under the age of 10 with previous FS or FC involvement within the last 24 months; or
- Investigations in families with a prior substantiated fatality.

DCFS collaborated with the National Safe Haven Alliance to offer a 24-hour, seven-day a week crisis hotline for Safe Haven. In addition, DCFS focused on public awareness regarding Safe Haven which included but not limited to: public service announcements, social media releases, newspaper articles, brochures, posters, and decals. The DCFS continues to boost awareness and understanding by increasing exposure through communication channels and working with agency partners to identify new messaging opportunities.

The Louisiana Children's Trust Fund (LCTF) provides annual grant awards to aid in the prevention efforts to protect children, strengthen family well-being, and educate the public about children's safety. From FFY 2020-2021, LCTF awarded 52 prevention grants to 39 agencies totaling \$922,844.

Louisiana Department of Health, Office of Public Health, Bureau of Family Health funds essential state core infrastructure, capacity development, surveillance and limited implementation efforts for injury and violence prevention. The Department of Children and Family Services participated in the development of the state's 5-year Injury Prevention State Action Plan. The plan takes a shared risk and protective factor approach to the reduction of leading causes of intentional and unintentional injury, including, but not

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limited to child maltreatment and domestic and intimate partner violence. Main strategies and activities include surveillance, data linkages and analytics, promotion of evidence-based primary prevention policies and practices, engagement of injury prevention partners and alignment of efforts, and emphasis on collaborative support and coordination of resources across agencies working to prevent violence and other unintentional injuries.

The Nurse-Family Partnership (NFP) program through Louisiana Department of Health continues to provide nurse home visitation services to low income, first-time mothers. Nurses begin home visits early in the mother's pregnancy and continue visitation until the child's second birthday. Nurses provide support, education and counseling on health, behavioral and self-sufficiency issues. NFP plays a key role in providing much needed preventative care for children and families.

VIA LINK offers Louisiana Parent Line, which provides parents with free, confidential, 24/7 access to a live specialist. Louisiana Parent Line can be reached through phone and text 24 hours a day. We give parents a safe space to express their frustrations, ask parenting questions and get support. Louisiana Parent Line specialists can offer emotional support, de-escalation, crisis intervention, information and referral, and plans for coping. Follow up calls are offered to parents to increase their circle of support. The Louisiana Parent Line phone number is 833-LA-CHILD (833-522-4453) or text can be sent to (225) 424-1533.

**Efforts to Track and Prevent Child Maltreatment Deaths Activities Planned 2022:**

- DCFS will continue to compile, complete, and accurately report information on child maltreatment deaths to NCANDS. DCFS will continue gathering relevant information on children's deaths from relevant organizations within the state. DCFS will continue to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities involving and engaging relevant public and private agency partners, including those in public health, law enforcement, and the courts. DCFS will continue to collaborate and support partner services to prevent child maltreatment deaths through the following
- DCFS will continue to hold Manager High Risk Staffings to ensure a higher-level involvement in cases with the greatest risk of poor safety outcomes including cases with the likelihood of becoming a fatality/near fatality.
- The DCFS will continue its collaboration with the National Safe Haven alliance. DCFS will continue to increase statewide public awareness campaigns for both Safe Sleep and Safe Haven.
- The DCFS will continue to collaborate with the Louisiana Children's Trust Fund (LCTF) to obtain annual grant awards to aid in the prevention efforts to protect children, strengthen family well-being, and educate the public about children's safety.
- The DCFS will continue its partnership with Louisiana Department of Health in receipt of a Core Violence and Injury Prevention Grant. The grant funds essential state core infrastructure, capacity development and limited implementation efforts for injury and violence prevention. Some target areas include motor vehicle crash, traumatic brain injury, intimate partner violence and sexual violence, and child abuse and neglect prevention. Main activities include surveillance of all injuries,

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data linkages and analytics, promotion of evidence-based primary prevention policies and practices, coordination of injury prevention partners and alignment efforts, and limited funding support for partner efforts.

- The Nurse-Family Partnership (NFP) program continues through Louisiana Department of Health provides nurse home visitation services to low income, first-time mothers. Nurses begin home visits early in the mother's pregnancy and continue visitation until the child's second birthday. Nurses provide support, education and counseling on health, behavioral and self-sufficiency issues. NFP plays a key role in providing much needed preventative care for children and families.
- *KidLine* is an anonymous, toll free, statewide telephone service that is available 24 hours offering crisis intervention, parenting support, and referrals to community resources.

**Efforts to Track and Prevent Child Maltreatment Deaths Update FFY 2022:** The DCFS continued to compile, complete, and accurately report information on child maltreatment deaths to NCANDS. DCFS continued to gather relevant information on children's deaths from relevant organizations within the state. DCFS continued to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities, involving and engaging relevant public and private agency partners, including those in public health, law enforcement, and the courts. DCFS continued to collaborate and support partner services to prevent child maltreatment deaths through the following:

- The DCFS continued to hold Manager High Risk Staffings to ensure a higher-level involvement in cases with the greatest risk of poor safety outcomes including cases with the likelihood of becoming a fatality/ near fatality.
- The DCFS continued to collaborate with the National Safe Haven Alliance and continues to increase statewide public awareness for both Safe Haven and Safe Sleep.
- The DCFS continued to collaborate with the Louisiana Children's Trust Fund (LCTF) to obtain annual grants to aid in the prevention efforts to protect children, strengthen family well-being, and educate the public about children's safety.
- The DCFS continued to collaborate with Louisiana Department of Health-OPH-Bureau of Family Health (BFH) to participate on the Child Death Review Panel to review child deaths to understand and prevent fatalities in Louisiana.
- The DCFS continued its partnership with Louisiana Department of Health in receipt of a Core Violence and Injury Prevention Grant. The grant funds essential state core infrastructure, capacity development and limited implementation efforts for injury and violence prevention. Some target areas include motor vehicle crash, traumatic brain injury, intimate partner violence and sexual violence, and child abuse and neglect prevention. The main activities include surveillance of all injuries, data linkages and analytics, promotion of evidence-based primary prevention policies and practices, coordination of injury prevention partners and alignment efforts, and limited funding support for partner efforts.
- The Nurse-Family Partnership (NFP) program continued through Louisiana Department of Health provides nurse home visitation services to low income, first-time mothers. Nurses begin home visits early in the mother's pregnancy and continue visitation until the child's second birthday. Nurses provide support, education and

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counseling on health, behavioral and self-sufficiency issues. NFP plays a key role in providing much needed preventative care for children and families.

- The Louisiana Parent Line is an anonymous, toll free, statewide telephone service that is available 24 hours offering crisis intervention, parenting support, and referrals to community resources.

**Efforts to Track and Prevent Child Maltreatment Deaths Activities Planned 2023:**

The DCFS will continue to compile, complete, and accurately report information on child maltreatment deaths to NCANDS. The DCFS will continue to gather relevant information on children's deaths from relevant organizations within the state and will continue to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities involving and engaging relevant public and private agency partners, including those in public health, law enforcement, and the courts. The DCFS will continue to collaborate and support partner services to prevent child maltreatment deaths. In doing so, the DCFS will continue to hold Manager High Risk Staffings and continue to collaborate with the National Safe Haven Alliance, Louisiana Department of Health-OPH-Bureau of Family Health (BFH), Louisiana Children's Trust Fund, and the Nurse-Family Partnership program. The DCFS will continue to participate on the Child Death Review Panel-Louisiana Department of Health in receipt of a Core Violence and Injury Prevention Grant, and promote the Louisiana Parent Line for crisis intervention, parenting support, and referral to community resources.

**Efforts to Track and Prevent Child Maltreatment Deaths Update FFY 2023:**

The DCFS continued to compile, complete, and accurately report information on child maltreatment deaths to NCANDS during FFY 2023. The DCFS also continued to gather relevant information on children's deaths from relevant organizations within the state. The DCFS continued to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities, involving and engaging relevant public and private agency partners, including those in public health, law enforcement, and the courts. The DCFS continued to collaborate and support partner services to prevent child maltreatment deaths through the following:

- The DCFS continued to hold Manager High Risk Staffings to ensure a higher-level involvement in cases with the greatest risk of poor safety outcomes including cases with the likelihood of becoming a fatality/ near fatality.
- The DCFS continued to collaborate with the National Safe Haven Alliance and continued to increase statewide public awareness for both Safe Haven and Safe Sleep.
- The DCFS continued to collaborate with the Louisiana Children's Trust Fund (LCTF) to obtain annual grants to aid in the prevention efforts to protect children, strengthen family well-being, and educate the public about children's safety.
- The DCFS continued to collaborate with Louisiana Department of Health-OPH-Bureau of Family Health (BFH) to participate on the Child Death Review Panel to review child deaths to understand and prevent fatalities in Louisiana.
- The DCFS continued its partnership with Louisiana Department of Health in receipt of a Core Violence and Injury Prevention Grant. The grant funds essential state core infrastructure, capacity development and limited implementation efforts for injury and violence prevention. Some target areas include motor vehicle crash, traumatic brain

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- injury, intimate partner violence and sexual violence, and child abuse and neglect prevention. The main activities include surveillance of all injuries, data linkages and analytics, promotion of evidence-based primary prevention policies and practices, coordination of injury prevention partners and alignment efforts, and limited funding support for partner efforts.
- The Nurse-Family Partnership (NFP) program through Louisiana Department of Health continued to provide nurse home visitation services to low income, first-time mothers. Nurses completed home visits early in the mother’s pregnancy and continued visitation until the child’s second birthday. Nurses provided support, education and counseling on health, behavioral and self-sufficiency issues. NFP played a key role in providing much needed preventative care for children and families.
  - The Louisiana Parent Line is an anonymous, toll free, statewide telephone service that has been available 24 hours a day and offered crisis intervention, parenting support, and referrals to community resources.

**Efforts to Track and Prevent Child Maltreatment Deaths Activities Planned 2024:**

The DCFS will continue to compile, complete, and accurately report information on child maltreatment deaths to NCANDS. The DCFS will continue to gather relevant information on child deaths from relevant organizations within the state and will continue to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities by involving and engaging relevant public and private agency partners, including those in public health, law enforcement, and the courts. The DCFS will continue to collaborate and support partner services to prevent child maltreatment deaths. In doing so, the DCFS will continue to hold Manager High Risk Staffings and continue to collaborate with the National Safe Haven Alliance, Louisiana Department of Health-OPH-Bureau of Family Health (BFH), Louisiana Children’s Trust Fund, and the Nurse-Family Partnership program. The DCFS will continue to participate on the Child Death Review Panel-Louisiana Department of Health in receipt of a Core Violence and Injury Prevention Grant, and promote the Louisiana Parent Line for crisis intervention, parenting support, and referrals to community resources.

**R. PROMOTING SAFE AND STABLE FAMILIES TITLE IV-B, SUBPART II**

DCFS utilizes these funds for family preservation, community-based family support, time-limited family reunification and adoption promotion and support services.

The department assures no more than 10% of funds is used for administrative costs and significant portions of expenditures are made in the four areas below:

- Family Prevention and Support Services (FPSS) – 23% of funds
- Family Preservation (FP) – 23% of funds
- Time Limited Reunification Services (TLR) – 23% of funds
- Adoption Promotion and Support Services (APSS) – 22% of funds

*(Note: This comes to 101%, but the totals are based on rounding up of numbers, which causes the slight discrepancy.)*

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State and local share spending for Title IV-B, Subpart 2 for FFY 2018 (for comparison with the 1992 base year amount of \$2,772,015) indicates \$8,094,421 was spent, \$6,070,816 of which was federal funds and \$2,023,605 was state general funds and in-kind funds. State and local share spending for Title IV-B, Subpart 2 for FFY 2019 (for comparison with the 1992 base year amount) indicates \$8,392,492 was spent, \$6,294,369 of which was federal funds and \$2,098,123 was state general funds and in-kind funds. State and local share spending for Title IV-B, Subpart 2 for FFY 2020 indicates \$8,971,077.33 was spent, \$6,603,733 of which was federal funds and \$2,367,344 was state general funds and in-kind funds. State and local share spending for Title IV-B, Subpart 2 for FFY 2021 (for comparison with the 1992 base year amount) has not been finalized.

Services provided in Louisiana with Promoting Safe and Stable Families (PSSF) funds include A) Family Resource Centers, and B) Infant Teams.

1. **Family Resources Center (FRC)** services provided by the centers address Family Preservation Support Services (FPSS), Family Planning (FP), Tonic Labyrinthine Reflex (TLR), and additional support services. Centers provide therapeutic intervention services to families to improve safety, reduce risk and to support permanency for children in their homes or out of home if necessary. There are ten Child Welfare FRCs contracted to provide services. The current FRCs are listed below:
  - 1.) Discovery FRC-Southeastern University, Baton Rouge Region
  - 2.) Renew Family Resource Project-Southeastern University, Covington Region
  - 3.) Nicholls State University Family Service Center, Thibodaux Region
  - 4.) The Extra Mile, Lafayette Region
  - 5.) Educational and Treatment Council, Inc., Lake Charles Region
  - 6.) Volunteers of America-North Louisiana, Alexandria Region
  - 7.) Community Support Program-Portals, Shreveport Region
  - 8.) Project Celebration, Shreveport Region
  - 9.) Tulane Parenting Education Program, Orleans Region
  - 10.) Children's Coalition of Northeast Louisiana, Monroe Region

FRCs provide three (3) CORE services: Parent Education, Visit Coaching and Family Skills Building.

Parent Education: Each FRC is expected to have trained staff to provide parent education and skill building for families with children of all age groups. The following parenting programs have been approved for use by the FRC due to their evidence of effectiveness with the child welfare population but can only be facilitated by persons who have been trained by a qualified trainer:

- The Nurturing Parenting Program for parents of infants, toddlers, and pre-school children;
- The Nurturing Parenting Program for parents of children ages 5-11;
- The Nurturing Parenting Program for parents and their adolescents;
- Systematic Training for Effective Parenting, (STEP), including Effective Black Parenting

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Visit Coaching: Primarily targeting children in foster care, but this service benefits in-home families as well. Visit coaching helps the parent take charge of their visits (contacts/interactions with their children) and demonstrate more responsiveness to the needs of their children. For families in the Nurturing Parenting Program (NPP) program, the “family time” component can be expanded to accommodate visit coaching and often serves as the parent’s visit.

Family Skills Building: The Family Skills Building (FSB) service provided through the Family Resource Centers provides customized support, mentoring, and guidance in the areas of identified needs, which are not readily addressed by other services. FSB targets areas of family skills identified as areas of concern or problems in a family’s functioning. FSB is designed to meet those specifically identified needs. The service is directly related to the safety, risk, and well-being of the child and the parent/caregiver’s ability to provide for these needs and to maintain children in the home. Family Skills Building services are those services focused on targeted skill building and may be facilitated in the client’s home or other designated locations.

**Decision-making process for Family Support Services** – The Family Resource Centers (FRC) were selected as providers through the Request for Proposals (RFP) process. DCFS placed ads requesting interested parties submit proposals. After the closing date, the proposals were reviewed and the agencies/organizations demonstrating the most qualifications, which aligned with DCFS standards, were selected as providers. These programs were expected to be community based and located within the community they were requesting to serve. Family Resource Centers are located in one central location within the region, however, many have satellite locations allowing them to have a more visible presence and afford greater convenience to the clients.

**Population Served** – The Family Resource Centers (FRC) provide services to families referred by the Department and the Office of Juvenile Justice Family in Need of Services (FINS) Program. DCFS refers families with children ages 0-17 who are receiving services from the agency due to abuse or neglect. DCFS can refer families to an FRC involved with CPS, FS, FC, and Adoptions programs. Foster and adoptive parents are able to self-refer when there is a need for services to enhance their parenting skills or stabilize placements. There is emphasis placed on referrals for children ages 0-5, which have been identified as being at greatest risk for abuse and neglect. The Nurturing Parenting Program has a specialized curriculum to work with children and families in each age group.

**Gaps in Services** – Considering current capacity building efforts of the Louisiana Family Resource Center Network, the department’s plan is to address existing gaps in services through networking and building partnerships in communities where children and families live, work, and play. This approach embraces the inclusion of informal and formal supports, with children and families at the core of the capacity building processes.

Program staff along with the FRC Network met the goal of developing service guidelines for each of the core services provided by the resource centers. Program staff and regional liaisons will monitor the services being provided and provide guidance as needed to enhance compliance with the service guidelines.

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The Tulane Parenting Education Program has continued to provide consultation resources to FRCs across the state. These consultations have occurred twice per month as set in the initial goal. Consultation services included on-going training, in addition to support and guidance to FRC staff in implementing parenting programs for clients, including Visit Coaching.

DCFS contract monitors will continue to develop and strengthen the data collection and evaluation protocol for services provided by the Child Welfare FRCs. DCFS will be issuing a “Request For Proposals”, (RFP) for services to be provided by the Family Resource Centers based on evaluation of services and the needs of our families.

The Extra Mile FRC in Lafayette implemented the Parent Partner program in 2013. They plan to use their expertise to assist other FRCs in adding a Parent Partner program to their service array by October 2020.

The Parent Partner program employs parents who have successfully navigated the child welfare system. These parents want to support other parents, who may need assistance in understanding agency policies, procedures, forms, meetings, case plans, hearings, services, etc. These Parent Partners are in a unique position to share their personal experience and give guidance, understanding, hope, realistic advice and advocacy to parents currently involved with the agency. In addition, they form a critical link between the DCFS worker, other professionals, and the family.

**FRC Update FFY 2021:** The FRCs provided services to parishes in their geographic area allowing service provision throughout the state. The FRCs received referrals from DCFS for families involved with the department due to neglect and abuse of a child. FRCs provided Parent Education, Visit Coaching and Family Skills Building.

The DCFS continued training for FRC staff by NOLA Crossroads to use Trust-Based Relational Intervention (TBRI). DCFS staff continued receiving TBRI training in order to have an understanding of TBRI interventions used in the FRCs.

Quality Parenting Initiative (QPI) has made it possible for children to contact their parents or caretakers when they are placed in DCFS custody. The children are encouraged to make calls in order to help the child stay connected with the parents or caretakers. Foster parents are expected to keep an open line of communication with the parents or caretakers in an effort to provide the best care for the children while they are in foster care. The parents are able to inform the foster parent of any medical conditions of the children or explain what comforts the child when upset.

DCFS monitors data gathered from FRCs monthly in an effort to improve their annual outcomes and collect data necessary for annual evaluations. Monthly conferences are conducted with the FRCs to discuss services provided, barriers to services, and service trends. There is a decrease in DCFS clients due to COVID-19, which has resulted in a decrease of referrals for service. In FFY 2019, we served 3,681 families through the FS

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program. In FFY 2020, we served 3,162 families through the FS program. The data supports a decline of 519 families served in the FS program statewide.

The FRCs provided services to parishes in their geographic area allowing service provision throughout the state. The FRCs received referrals from DCFS for families involved with the department due to neglect and abuse of a child. FRCs provided Parent Education, Visit Coaching and Family Skills Building.

**FRC Activities Planned for FFY 2022:**

- Continue efforts with the FRC's and DCFS regional liaisons to increase the number of referrals by 10% in FFY 2021 to ultimately improve staff referrals and expand services being provided by the FRCs.
- FRCs will continue using the Trust-Based Relational Intervention (TBRI) and Quality Parenting Initiative (QPI) to support service provision in their geographical areas.
- The DCFS contract monitors will continue to develop and strengthen the data collection and evaluation protocol for services provided by the FRCs.
- DCFS will incorporate training and evaluation of the newly instituted Kinship Navigator and Parent Partner programs
- DCFS will utilize the additional PSSF funds to support the addition of the Parent Partner program to the Family Resource Centers throughout the state. This will include Parent Partner training and ongoing consultation for the implementation of the program.
- DCFS contract monitors plan to have quarterly in-services (via Zoom) with the Family Resource Centers (FRC) and DCFS parish offices in an effort to increase the referrals. In-services will provide information about the FRCs to DCFS staff. Due to turnover within the offices, the in-services will be held quarterly in an effort to reach any new staff. DCFS staff will be able to voice their needs and concerns regarding services that are provided by the FRCs. Barriers to services can be discussed during the in-services as well. The in-services will be recorded for DCFS staff who are unable to attend due to court or other casework obligations.
- DCFS is in the process of redesigning the service provisions for the FRC's

**FRC Update FFY 2022:** The FRCs provided services to parishes in their geographic area allowing service provision throughout the state. The FRCs received referrals from DCFS for families involved with the department due to neglect and abuse of a child. FRCs provided Parent Education, Visit Coaching, Kinship Navigator services, Parent Partner Support, and Family Skills Building.

DCFS monitored data gathered from FRCs monthly in an effort to improve their annual outcomes and to collect data necessary for annual evaluations. Monthly conferences were conducted with the FRCs to discuss services provided, barriers to services, and service trends. DCFS monitors conducted quarterly in-person site visits to discuss services and review case records. DCFS monitors completed quarterly budget and contract deliverables analysis to monitor contract financial spending and assess service deliverable compliance. Contract monitors conducted in-services in an effort to increase the number of referrals to the FRC. However, numbers continued to decline. In FFY 2020, we served 3,162 families

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through the FS program. In FFY 2021, we served 3,064 families through the FS program. The data supports a decline of 116 families served in the FS program statewide.

The FRC's scope of work was redesigned to provide more preventative services to DCFS clients and families in the community. The FRC redesign includes the expansion of the Kinship Navigator program and provision of concrete services to prevent out of home placements.

DCFS incorporated training and evaluation of the newly instituted Kinship Navigator and Parent Partner programs. The FRCs received referrals for Kinship Navigator from DCFS as well as the community. Each FRC hired a Parent Partner(s) to provide peer support for DCFS clients. The Parent Partners and center directors received the Iowa model, Building a Better Future, training in Lafayette. The DCFS contracts with the Extra Mile FRC to provide ongoing training and consultation to each center as they develop their Parent Partner program.

**FRC Activities Planned FFY 2023:** The FRCs will collaborate with My Community Cares program in supporting community based services and support. The contractual agreements between the FRCs and MCCs are projected to begin October 1, 2022. The DCFS will utilize PSSF funds and TANF funds to support the addition of the My Community Cares initiative in each FRC. MCC will go statewide in one parish per region and one city per parish. Three specific DCFS staff will help with this statewide implementation.

- Continue efforts with the FRC's and DCFS regional liaisons to increase the number of referrals by 10% in FFY 2023 to increase referrals and services being provided by the FRCs.
- FRCs will continue using the Trust-Based Relational Intervention (TBRI) and Quality Parenting Initiative (QPI) to support service provision in their geographical areas.
- The DCFS contract monitors will continue to develop and strengthen the data collection and evaluation protocol for services provided by the FRCs.
- DCFS contract monitors plan to have quarterly in-services (via Zoom) with the Family Resource Centers (FRC) and DCFS parish offices in an effort to increase the referrals. In-services will provide information about the FRCs to DCFS staff. Due to turnover within the offices, the in-services will be held quarterly in an effort to reach any new staff. DCFS staff will be able to voice their needs and concerns regarding services that are provided by the FRCs. Barriers to services can be discussed during the in-services as well. The in-services will be recorded for DCFS staff who are unable to attend due to court or other casework obligations.

The DCFS will continue to support ongoing FRC consultation for case and services provisions by the TPEP Family Resource Center.

**FRC Update FFY 2023:** The FRCs continued services to parishes in their geographic area allowing service provision throughout the state. The FRCs received referrals from the DCFS, Strategies to Empower People Program (STEP), Community Partners, Other State Agencies and Self-Referrals. FRCs provided Parent Education, Kinship Navigator services, Parent Partner Support, Family Skills Building and Concrete Services as needed.

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The FRCs collaborated with My Community Cares programs in their respective regions to improve community based services and support. The DCFS has utilized PSSF and TANF funds to support the addition of the My Community Cares program in each region. Three MCC state level staff, along with a DCFS MCC consultant was hired to help with statewide implementation.

The DCFS monitored data gathered from FRCs each month in an effort to improve their annual outcomes and to collect data necessary for annual evaluations. The annual evaluations completed by the contract monitors are due after the end of each contractual period. The FRCs also completed their annual reports by November 30<sup>th</sup>. Monthly conferences were held with the FRCs to discuss services provided, barriers to services, and service trends. The DCFS monitors conducted quarterly in-person site visits to discuss services and review case records. The DCFS monitors also completed quarterly budget and contract deliverables analysis to monitor contract financial spending and assess service deliverable compliance. The contract monitors conducted in-services and webinars in order to raise awareness of the programs available through the FRCs.

The FRCs provided Kinship Navigation services to families in need which included referrals to other services, parenting education, family skills building, concrete services and support. Referrals for the Kinship Navigation program were received from the DCFS, the courts, other community agencies, as well as self-referrals.

The DCFS contracts with the Extra Mile FRC to provide ongoing training and consultation to each center as they develop their Parent Partner program. The FRCs actively recruited parent partners in their respective regions. An informational webinar was held with the DCFS employees, along with stakeholders and legal personnel in order to expand knowledge of the services and recruitment efforts.

**FRC Activities Planned FFY 2024:** The DCFS will continue to work with the FRC's on:

- Continue efforts with the FRCs and the DCFS regional liaisons to increase the number of referrals by 10% in FFY 2024 to ultimately improve staff, community and self-referrals and expand services being provided by the FRCs.
- FRCs will continue using the Trust-Based Relational Intervention (TBRI) and Quality Parenting Initiative (QPI) to support service provision in their geographical areas.
- The DCFS contract monitors will continue to develop and strengthen the data collection and evaluation protocol for services provided by the FRCs.
- The DCFS will incorporate training and awareness of the newly instituted My Community Cares program.
- The DCFS will continue efforts to raise staff and community awareness of the programs available at each FRC under the new redesign.
- The DCFS contract monitors will have informational sessions (via Zoom or in person) with the Family Resource Centers (FRC) and the DCFS parish offices in an effort to increase the referrals. In-services will provide information about the FRCs to the DCFS staff. This sessions will also allow the DCFS staff the opportunity to voice their needs and concerns regarding services that are provided by the FRCs. Barriers to services can

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- be discussed during the in-services as well. The in-services will be recorded for the DCFS staff who are unable to attend due to court or other casework obligations.
- The DCFS will continue to support ongoing FRC consultation for case and services provisions by the Tulane Parenting Education Program (T-PEP) Family Resource Center.
  - The DCFS will continue to support recruitments efforts for Parent Partner positions statewide.
2. **Infant Team:** Services address Family Preservation and Support Services (FPSS), Family Planning (FP), Tonic Labyrinthine Reflex (TLR) services. Two-infant teams in the state provide infant mental health services. Comprehensive assessments include intake assessment, psychosocial assessment of caregiver and child, infant mental health assessments, developmental evaluation, neurodevelopmental evaluation and school/daycare observations. The infant mental health assessment includes a variety of evidence-based assessments used to assess the status of the caregiver-child relationship. These assessments include several different interaction assessments, parent perception interviews, parental insightfulness interviews, and projective play methodologies for the children. Every child-caregiver dyad completes an interaction assessment and parent perception interview. Completed assessments are used to guide the provision of treatment services by the infant team as well as referrals for developmental services. The infant teams provide therapy for the caregiver, often with the child, in order to improve the overall health of their relationship by increasing the caregiver’s ability to respond to the child’s needs. Sometimes the services provided include school/daycare intervention, group therapy, case conferences, and participation with DCFS case planning conferences, court reports and court testimony.

**Decision-making process for Infant Team Services** – The infant teams provide comprehensive services to children, ages 0-60 months whose families are involved with DCFS due to maltreatment or who have been prenatally exposed to drugs or alcohol. With increasing numbers of SEN, this service is seen as core to encouraging bonding with very young children and their parents to prevent child maltreatment, support families, preserve the family unit, and when unable to safely preserve the family unit strive for timely reunification of these very young children with their parents.

**Population Served** – Children age 0-60 months who have experienced maltreatment in their families are the target population. There are two infant teams in the state. The team in New Orleans receives referrals from the 0-3 court team when children are placed in foster care as well as children 0-5 from additional courts in Orleans Parish when children are placed in foster care. The Permanency Infant and Preschool Program (PIPP), colloquially referred to as the “LSU Infant Team” in Orleans Parish, expanded its services to the Covington region by providing two clinicians to travel to this office one day/week to service families from this region. The clinicians will attempt to work with as many families as feasible, but likely will be available to treat 8-12 families at any point in time.

The Tulane Infant Team receives referrals for children 0-5 who enter foster care in Jefferson Parish and serve children from St. Bernard, Orleans and Plaquemines parishes.

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One of the goals of these teams is to assist the department in developing a treatment plan aimed at achieving permanency as quickly as possible.

**Gaps in Services** – Most children and families in the state do not have access to specialized infant team services. A few, very young victims of abuse and neglect coming into foster care in other parishes or other areas of the state may access minimal specialized infant mental health services through the Early Childhood Supports and Services program. However, the majority are not receiving any specialized assessment and treatment services since infant teams are only located in the southern part of the state. Services to infants and children continue to be available through the Child Welfare Family Resource Centers, Early Steps Program, and Maternal Infant and Early Childhood Home Visiting Program (MIECHV) through the Louisiana Department of Health. Interagency efforts continue to improve referral processes and data sharing within departments and child serving agencies.

**Infant Team Update FFY 2021:** The Infant Team’s services are provided in Orleans Region continues to provide infant mental health services to identified families. The infant mental health comprehensive assessments include intake assessment, psychosocial assessment of the caregiver and child, infant mental health assessments, developmental evaluation, neurodevelopmental evaluation and school/daycare observations to assess the status of the caregiver-child relationship. The Infant Team provides a monthly report to DCFS with the number of new referrals for the month, number of families in treatment, and the number of persons in treatment. Annual evaluations are completed regarding the services provided and case outcomes for clients receiving treatment from the Infant Team.

<b>LSU Infant Team</b>		
Number of referrals each month for FFY 2021		
October 1, 2019 – September 30, 2020		
Month	Orleans Parish	North Shore
October 2019	5	1
November 2019	0	1
December 2019	0	1
January 2020	2	1
February 2020	0	3
March 2020	0	0
April 2020	0	0
May 2020	3	1
June 2020	0	2
July 2020	0	0
August 2020	3	0
September 2020	1	1

**Infant Team Activities Planned FFY 2022:** Infant Teams in the Orleans and Covington Regions will continue to provide infant mental health services to identified families. The infant mental health comprehensive assessments include intake assessment, psychosocial assessment of the caregiver and child, infant mental health assessments, developmental evaluation, neurodevelopmental evaluation and school/daycare observations to assess the status of the caregiver-child relationship.

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**Infant Team Update FFY 2022:** Infant teams continued to provide infant mental health services to the children (0-5) and families in the Orleans and Covington Regions. In Orleans, 24 children and their caregivers were served and in Covington, 21 children and their caregivers were served. The Infant Team continued to have staffings, assess and treat families for individual and caregiver-child work, and testify at court hearings through encrypted telehealth formats and in-person. Telehealth continues in cases with medically complex children.

<b>LSUHSC Infant Team</b> Number of referrals / assessments each month for FFY 2021 October 1, 2020 – September 30, 2021		
Month	Orleans Parish	North Shore
October 2020	5 referrals / 4 assessments	1 referrals /3 assessments
November 2020	2 referrals / 6 assessments	0 referrals / 1 assessments
December 2020	0 referrals / 0 assessments	0 referrals /0 assessments
January 2021	0 referrals / 3 assessments	2 referrals /2 assessments
February 2021	1 referrals / 3 assessments	1 referrals /0 assessments
March 2021	2 referrals / 5 assessments	2 referrals /2 assessments
April 2021	0 referrals / 1 assessments	0 referrals /2 assessments
May 2021	1 referrals / 2 assessments	3 referrals /1 assessments
June 2021	0 referrals /0 assessments	3 referrals / 1 assessments
July 2021	2 referrals / 0 assessments	0 referrals /1 assessments
August 2021	1 referrals / 1 assessments	3 referrals /0 assessments
September 2021	0 referrals / 0 assessments	1 referrals /1 assessment

<b>LSUHSC Infant Team</b> Number of referrals / assessments each month for FFY 2022 October 1, 2021 – September 30, 2022		
Month	Orleans Parish	North Shore
October 2021	4 referrals / 1 assessments	2 referrals /2 assessments
November 2021	0 referrals / 2 assessment	1 referrals /1 assessment
December 2021	1 referrals / 0 assessments	1 referrals /4 assessment
January 2022	0 referral / 0 assessments	1 referral / 1 FC / 4 assessments
February 2022	2 referrals / 2 FC / 0 assessments	1 referral / 4 assessments
March 2022	1 referral / 1 FC / 2 assessments	0 referrals /2 assessments
April 2022	3 referrals / 1 FS 2 FC / 1 assessment	1 referral / FC / 0 assessments
May 2022	2 referrals / 2 FC / 3 assessments	6 referrals / 6 FC / 0 assessments
June 2022	1 referral / 1 FC / 0 assessments	2 referrals / 2 FC / 3 assessments
July 2022	1 referral / 1 FC / 0 assessments	1 referral /1 FS / 0 assessments
August 2022	2 referrals / 2 FS / 3 assessments	0 referrals /1 assessments
September 2022	0 referral /1 assessments	1 referrals / 1 FC / 0 assessments

<b>LSUHSC Infant Team</b> Number of referrals / assessments each month for 2023 October 1, 2022 – September 30, 2023		
Month	Orleans Parish	North Shore
October 2022	1 referral / 1 FC / 1 assessment	2 referrals / 2 FC / 4 assessments
November 2022	1 referral / 1 FC / 2 assessments	2 referrals / 2 FC / 0 assessments
December	1 referral / 1 FC / 0 assessments	1 referral /1 FC / 1 assessment
January 2023	1 referral / 1 FC / 0 assessments	0 referral / 0 assessments

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February 2023	1 referral / 1 FC / 1 assessment	2 referrals / 2 FC / 0 assessments
March 2023	3 referrals / 1 FS 2 FC / 5 assessments	0 referrals / 6 assessments
April 2023	referrals / assessments	referral / assessments
May 2023	referrals / assessments	referrals / assessments
June 2023	referrals / assessments	referrals / assessments
July 2023	referral / assessments	referral / assessments
August 2023	referrals / assessments	referrals / assessments
September 2023	referral / assessments	referrals / assessments

**Infant Team Activities Planned 2023:** Infant teams will continue to provide mental health services to the infants and children in the Orleans and Covington Regions. The Infant teams will continue to assist the Department in developing a treatment plans aimed at achieving permanency timely.

**Infant Team Update FFY 2023:** LSUHSC Infant Team continued to provide contracted infant mental health services to the children ages zero to five and their families in the Orleans and Covington (North Shore) Regions. The Infant Team work included providing a relationship-based assessment and treatment for the referred child, along with their birth and foster families. Intensive therapeutic services are offered immediately following the evaluation period and a comprehensive report is forwarded to the primary DCFS caseworker and to the BGC attorney. This report is shared with the Juvenile Court for use in permanency planning and LSUHSC team members testified in court, if needed. All families were court ordered to participate with Infant Team and given every opportunity to reunite with their young children in a time frame that is appropriate for the child. When this is not possible, termination of parental rights proceeds, the parent surrenders, or agrees to guardianship with the child being adopted or settled legally into a permanent home as quickly as possible.

The Infant Team is structured to provide treatment for approximately 24 children a year in Orleans Parish, though the team often exceeds this number. In addition, the Infant Team continued to provide its services to the Covington region by providing two or more clinicians to provide services one day/week to serve up to 12 families per year from that region. Whenever there was a reduction in the numbers of young children entering the foster care system who are appropriate referrals for the Infant Team, the team implemented the Family Service parenting groups or work with FS cases. This past year, many more safety plans have occurred and the team has been engaged with these identified Family Service cases. During the July 2021-June 2022 year, the Infant Team received 18 new referrals for families in Orleans Parish which contained 22 children. The team was able to provide services to 15 of these new children and their caregivers. The team also continued its work with the 10 cases that had been started the previous fiscal year which involved evaluation and treatment with 12 children. Of the 27 Orleans Parish children who received services from the Infant Team in the July 2021-June 2022 year, 21 of their biological parents actively participated in their evaluation with the Infant Team and 10 parents attended at least some treatment sessions by June 30, 2022. In addition to the biological parents, the Infant Team assessed and worked with foster parents and any biological relatives seeking custody of the child. Thus, numerous other adult individuals were assessed and/or treated by the team. For the July 2021-June 2022 year, 32 additional adults

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in Orleans Parish worked with the team as relative or non-relative potential caregivers. LSUHSC Infant Team in North Shore received referrals for 23 new families from four parishes: St. Helena, St. Tammany, Tangipahoa, and Washington which contained 38 children. The team eventually worked with 10 of these new children and their caregivers with the 13 remaining cases placed on a wait list. Twenty-three cases remained open from the previous fiscal year which involved 29 children from St. Helena, St. Tammany, Tangipahoa and Washington parishes. Of the 39 North Shore children who received services from the Infant Team in the 2021-2022 year, 30 of their biological parents actively participated in at least some of their evaluation with the Infant Team and 23 parents attended at least some treatment sessions by June 30, 2022. Thirty-seven additional adults worked with the team as relative or non-relative potential caregivers. An annual report will be submitted to the DCFS from LSUHSC Infant Team after June 30, 2023 to provide specific data on the families served, with updated outcomes and performance measures.

There is also a Zero to Three Safe Baby Court in Orleans parish which works in a multidisciplinary manner to increase permanency and best practices for young children. Since the inception of this court, referred to as Baby Court, LSUHSC Infant Team members have prepared monthly court reports for many of the cases and attended monthly staffings on these Court Team cases this year which helps to more effectively find relative placements willing to accept legal guardianship while the parents take additional time to work to remediate their deficits. Thus, with court team and non-court team cases, 55 court reports were generated on these cases during state fiscal year 2022.

LSUHSC team members sit on the Disproportionality and Disparate Outcomes Committee with the Pelican Center and the Child Improvement Project. Infant Team Members have presented many times locally, statewide and at national conferences on the work and increasing best practices with young children and awareness of infant mental health. The Infant Team also responded to the self-identified training needs of the DCFS staff and its colleagues.

**Infant Team Activities Planned 2024:** The DCFS/LSUHSC Contract is for the contractual period of July 1, 2021-June 30, 2024. The contractor will enter into the third year providing mental health services to the infants and children ages zero through five years old who are victims of child maltreatment in the Orleans and Covington Regions and placed in foster care. The DCFS contract office and LSUHSC budgeting office are working on expanding the contract to allow LSUHSC to start seeing more families in Orleans and Covington regions.

3. **Nurturing Parent Program (NPP):** The Nurturing Parent Program (NPP) is a family based parenting program with a proven record of preventing and treating child abuse and neglect. The state's Family Resource Centers (FRC) located in every region offers Nurturing Parent groups. Technical assistance on implementation of the model is provided to the Family Resource Centers.

**Population Served:** This statewide program serves parents with children age birth to five that have parenting determined as a need in their service/case plan. A family can consist of

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single parents, parent couples, stepparents or parent paramours. The families referred should be at risk of child abuse/neglect or have experienced child abuse/neglect. The families could be intact or families with the goal of reunification of families. Families should not be actively using substances or in recovery.

**Services Provided:** Parents and children attend different groups for two hours with 30 minutes of family nurturing time between the first and second hour. Each group is followed by a weekly home visit to work one-on-one with the parent to assure the parent is able to demonstrate what they have learned. Parent groups consist of discussion, role-play, lecture, skill building, nurturing activities, and the assignment of home practice exercises. Children’s group activities consist of age-appropriate activities including role-play, music, arts, puppets, reading, infant massage and modeling for parents. The Nurturing Parent Program is 16 weeks long.

FFY	Number of Parents receiving NPP	# and % of parents who complete the Nurturing Parenting Program	# and % of parents who completed the Nurturing Parenting Program with a higher post-test mean score than the pre-test mean score.
FFY 2018	328	212 (64%)	198 (93%)
FFY 2019	520	339 (65%)	274 (82%)
FFY 2020	635	298 (47%)	150 (50%)
FFY 2021	399	299 (57%)	157 (69%)
FFY 2022	666	360 (54%)	199 (55%)
FFY 2023			

**NPP Update FFY 2021:** The Nurturing Parenting Program (NPP) is offered in each region of the state through Family Resource Centers (FRC). New Orleans Region offers the Positive Parenting Program and Effective Black Parenting through its FRC. DCFS continues to make available, support and provide technical assistance to each Region’s FRC by providing assigned liaisons and program managers from the agency. Currently services are being provided virtually due to the COVID-19 pandemic.

**NPP Activities Planned FFY 2022:** The Family Resource Centers (FRC) will continue providing NPP services to identified families. Families will continue to participate in the 16-week NPP evidenced based program offered at the FRC’s. The agency will continue to provide support and technical assistance through assigned liaisons and program managers to each region’s FRC.

**NPP Update FFY 2022:** The Family Resource Centers (FRC) continued to offer the Nurturing Parenting Program to families in each region with the exception of the Orleans Region which continued to provide the Positive Parenting Program and Effective Black Parenting through its FRCs. The DCFS contract monitors and program managers worked closely with the FRCs to provide support and assistance. All FRC services are being provided in person due to the decline in COVID-19 cases.

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**NPP Activities Planned FFY 2023:** The Family Resource Centers (FRC) will continue providing the 16-week evidenced based parenting program to identified families. The FRCs will collaborate, when necessary, with other service providers to best meet the needs of the families served. The FRCs will undergo a redesign in order to provide more preventative services to identified families. The DCFS will continue to provide support and technical assistance through each region's FRC assigned liaisons and program managers.

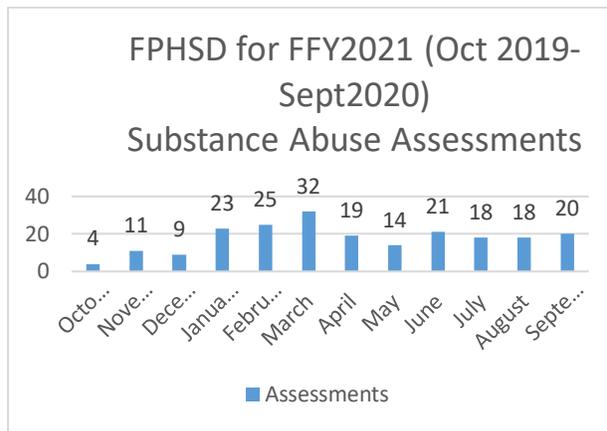
**NPP Update FFY 2023:** The Family Resource Centers (FRC) were required to provide Nurturing Parenting Program (NPP) at all DCFS families through September 30, 2022. However, the redesign of the Family Resource Center was implemented on October 1, 2022, and the sixteen week Nurturing Parenting Program (NPP) was no longer a requirement. The FRC now has the option to use other evidence based curriculums that best suit the families' needs. An evidence based parenting program that has a shorter amount of time to complete may be more appropriate for some families. However, after the assessment is completed, the FRC may determine that a family is in need of the more intensive sixteen week parenting program which NPP provides. The DCFS FS Consultants provided support and technical assistance throughout the redesign process.

**NPP Activities Planned FFY 2024:** The Family Resource Centers (FRC) will continue providing an evidenced based parenting program to identified families when there are no other parenting resources within the community. The FRCs will collaborate, when necessary, with other service providers to best meet the needs of the families served. The FRC will provide more preventative services to identified families. The DCFS will continue to provide support and technical assistance through each region's FRC assigned liaisons and program managers.

4. **Substance Abuse Counselors:** The Agency previously contracted with LDH to house Substance Abuse counselors in DCFS offices where in office substance abuse assessments were provided in addition to referral services.

**Substance Abuse Counselors Update 2021:** DCFS continued working in collaboration with LDH in order to place substance abuse counselors in four pilot parishes: East Baton Rouge, Livingston, Caddo, and Rapides parish offices. A substance abuse counselor has been placed in in the Covington Region through Florida Parishes Human Services and provides a monthly report to the region's FS Consultant that includes a compilation of substance abuse assessments completed each month (see chart below). The contract with Florida Parishes Human Services and DCFS has been extended through June 30, 2021. Capital Area Human Services entered into a contract for a fulltime substance abuse clinician, social service counselor and part-time recovery coach July 1, 2020, providing services within three offices in the Baton Rouge region. The contract will expire June 30, 2021. A clinician, social service counselor and recovery peer specialist has been hired. Active Recovery entered into a contract with DCFS on July 1, 2020 serving the Caddo and Bossier Parishes. The contract expires June 30, 2021. The Central Louisiana Human Services District (CLHSD) contract with DCFS serving the Rapides parish is in the process of approval. The Substance Abuse Counselors will continue to provide substance abuse and behavioral assessments in addition to treatment referral services.

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**Substance Abuse Counselors Update FFY 2022:** Contracts were extended for placement of substance abuse counselors in the Covington, Baton Rouge, Alexandria, and Shreveport Regions. The collaborative work between the DCFS and LDH relating to Substance Abuse Counselors significantly reduces the timeframe, in which clients with substance abuse issues receive treatment and support in maintaining sobriety, ultimately improving outcomes for clients and reducing the chances of repeat maltreatment of children in families with substance abuse issues. The collaborative work between the DCFS and LDH continued to include the support of peer specialist for parents and caretakers with substance abuse issues with the goal of maintaining sobriety. There were 639 assessments completed in DCFS offices statewide during the SFY 2021.

Florida Parishes Human Services Division		
Number of substance abuse referrals / assessments each month for FFY 2021		
October 1, 2020 – September 30, 2021		
Month	Referrals	Assessments
October 2020	29	14
November 2020	32	15
December 2020	26	21
January 2021	31	17
February 2021	26	14
March 2021	26	20
April 2021	23	15
May 2021	35	19
June 2021	30	12
July 2021	39	17
August 2021	36	19
September 2021	14	14

Florida Parishes Human Services Division		
Number of substance abuse referrals / assessments each month for FFY 2022		
October 1, 2021 – September 30, 2022		
Month	Referrals	Assessments
October 2021	25	23
November 2021	34	18
December 2021	23	15
January 2022	38	28

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February 2022	30	25
March 2022	27	17
April 2022	18	17
May 2022	22	18
June 2022	19	10
July 2022	13	14
August 2022	21	17
September 2022	8	7

<b>Florida Parishes Human Services Division</b>		
Number of substance abuse referrals / assessments each month for FFY 2023 October 1, 2022 – September 30, 2023		
Month	Referrals	Assessments
October 2022	7	4
November 2022	14	10
December 2022	12	8
January 2023	15	10
February 2023	14	10
March 2023	11	5
April 2023	7	2
May 2023		
June 2023		
July 2023		
August 2023		
September 2023		

<b>Capital Area Human Services Division</b>		
Number of substance abuse referrals / assessments each month for FFY 2021 October 1, 2020 – September 30, 2021		
Month	Referrals	Assessments
October 2020	/	/
November 2020	/	/
December 2020	/	/
January 2021	/	/
February 2021	/	/
March 2021	9	8
April 2021	23	21
May 2021	20	14
June 2021	23	16
July 2021	39	25
August 2021	30	21
September 2021	41	27

<b>Capital Area Human Services Division</b>		
Number of substance abuse referrals / assessments each month for FFY 2022 October 1, 2021 – September 30, 2022		
Month	Referrals	Assessments
October 2021	54	34
November 2021	47	22
December 2021	50	30

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January 2022	52	27
February 2022	52	29
March 2022	60	27
April 2022	46	19
May 2022	39	14
June 2022	33	13
July 2022	39	30
August 2022	40	22
September 2022	46	27

<b>Capital Area Human Services Division</b>		
Number of substance abuse referrals / assessments each month for FFY 2023 October 1, 2022 – September 30, 2023		
Month	Referrals	Assessments
October 2022	53	27
November 2022	37	8
December 2022	36	6
January 2023	59	22
February 2023	37	14
March 2023	39	10
April 2023	44	10
May 2023		
June 2023		
July 2023		
August 2023		
September 2023		

<b>Central Louisiana Human Services Division</b>		
Number of substance abuse referrals / assessments each month for FFY 2021 October 1, 2020 – September 30, 2021		
Month	Referrals	Assessments
October 2020	/	/
November 2020	/	/
December 2020	/	/
January 2021	/	/
February 2021	/	/
March 2021	0	0
April 2021	0	0
May 2021	2	2
June 2021	0	0
July 2021	5	5
August 2021	0	0
September 2021	1	1

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<b>Central Louisiana Human Services Division</b> Number of substance abuse referrals / assessments each month for FFY 2022 October 1, 2021 – September 30, 2022		
Month	Referrals	Assessments
October 2021	1	1
November 2021	2	2
December 2021	0	0
January 2022	4	0
February 2022	2	0
March 2022	3	2
April 2022	5	5
May 2022	4	4
June 2022	3	2
July 2022	6	5
August 2022	5	5
September 2022	3	3

<b>Central Louisiana Human Services Division</b> Number of substance abuse referrals / assessments each month for FFY 2023 October 1, 2022 – September 30, 2023		
Month	Referrals	Assessments
October 2022	0	0
November 2022	3	3
December 2022	3	2
January 2023	5	4
February 2023	4	4
March 2023	10	5
April 2023	10	1
May 2023		
June 2023		
July 2023		
August 2023		
September 2023		

<b>Active Recovery</b> Number of substance abuse referrals / assessments each month for FFY 2021 October 1, 2020 – September 30, 2021		
Month	Referrals	Assessments
October 2020	19	15
November 2020	31	17
December 2020	9	8
January 2021	24	12
February 2021	6	3
March 2021	13	11
April 2021	14	14
May 2021	13	13
June 2021	13	13
July 2021	14	14

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August 2021	19	19
September 2021	25	17

<b>Active Recovery</b>		
Number of substance abuse referrals / assessments each month for FFY 2022 October 1, 2021 – September 30, 2022		
Month	Referrals	Assessments
October 2021	34	21
November 2021	15	5
December 2021	10	7
January 2022	17	15
February 2022	13	13
March 2022	15	12
April 2022	18	16
May 2022	13	13
June 2022	19	10
July 2022	10	10
August 2022	11	11
September 2022	16	15

<b>Active Recovery</b>		
Number of substance abuse referrals / assessments each month for FFY 2023 October 1, 2022 – September 30, 2023		
Month	Referrals	Assessments
October 2022	8	8
November 2022	12	6
December 2022	12	11
January 2023	17	14
February 2023	12	11
March 2023	10	8
April 2023	10	10
May 2023		
June 2023		
July 2023		
August 2023		
September 2023		

**Substance Abuse Counselors Activities Planned 2023:** The Substance Abuse Counselors will continue to provide substance abuse and behavioral health assessments in addition to treatment referral services in their respective service areas. The collaboration between the DCFS and LDH will include a Recovery Coach in each region in addition to the Substance Abuse Counselor.

**Substance Abuse Counselors Update FFY 2023:** The substance abuse counselors provided substance use evaluations and treatment in the Covington, Baton Rouge, Alexandria, and Shreveport Regions. Florida Parishes Human Services, Central Louisiana Human Services and Active Recovery provided effective programming to support families

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who are involved with the child welfare system and referred for substance abuse services. This work was mainly held in the local DCFS offices. Parents that were eligible for services and were cooperative with recommendations for treatment were referred to a Recovery Peer/Peer Support for added support. Peer Support Services assisted with engaging individuals referred by the DCFS and aided with steps to move forward with their DCFS referral for assessment. These steps included but were not limited to connecting them with treatment and addressing any barriers that may have been identified.

**Substance Abuse Counselors Activities Planned FFY 2024:** The DCFS will continue to partner with the LDH to provide substance abuse services and supports to parents involved in the child welfare system that are important to their success and stability to provide appropriate care to their child(ren). Substance Abuse Counselors and Peer Support Coaches will continue to work with parents as a unified team to assist referred parents and caregivers with attaining their individual goals.

- S. MONTHLY CASEWORKER VISITS (MCV):** DCFS will work to ensure by FFY 2024 and thereafter, caseworkers have consistently visited at least 95% of the children in the custody of the state monthly with 50% of these visits taking place in the child's home. Departmental policy already requires caseworker visits occur every month in the residence of the child and allows a supervisor to temporarily assign another worker when the officially assigned worker is out of the office for an extended period. If this type of reassignment occurs, it is documented in the case documentation.

**Use of Monthly Caseworker Visit Funds:**

- Travel and associated costs to support caseworker visits.
- Support core competencies by teaching caseworkers the skills required to conduct quality visits, which focus on engagement and emphasize the need for seeing each child monthly.
- Stress the importance of worker visits in New Worker Orientation, at Regional Administrator meetings, in foster care program supervisory mentoring, in on-going training on risk and safety assessments, as well as integrating the importance of family engagement, appropriate assessment of family functioning, and targeted case planning in these efforts.
- Ongoing implementation of the training program for new child welfare workers. The new workers remain in trainee status for a six-month period after employment and are trained using a competency-based training model, which includes traditional classroom training, on-the-job training, computer-based training, and blended learning.
- Provide field staff encrypted laptops with air cards to support a mobile workforce.
- Continue implementation of a teleworker plan to increase staff mobility, improve casework and retain staff.
- Develop strategies for staff to manage the workload effectively in a climate of staff reductions as well demonstrating the impact of staff reductions on service delivery resulting from fiscal shortfalls. In addition, the Department will continue examination of trends in performance indicators in the context of human resources data (staff on board, FMLA hours, separations and overtime hours worked) and workload data (number of cases per program, average caseload size, etc.).

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- Support technology modernization efforts in developing a CCWIS system.

DCFS will continue to utilize the FATS system to provide the required data regarding monthly caseworker visits until the CCWIS system is completed. Data is extracted from the Tracking, Information and Payment System (TIPS) for state identification numbers (TIPS ID) and foster care entry and exit dates of all children served in foster care from October 1 through September 30 each FFY. The entry and exit dates are concatenated where each child had one record in the core data file and children with multiple episodes had all full months in care stored as a single episode. These IDs are matched against case notes in FATS to extract all face-to-face visits with each child made by an assigned caseworker or supervisor. If multiple visits occur in the same month, only one visit is counted. If any of the qualifying visits is made in the child's residence, the month is included in the numerator for visits occurring in the child's place of residence.

This section provides information on the federal mandate to assess and improve frequency and location of caseworker visits with children in foster care.

The table below tracks the annual progress of 95% of children in foster care being visited by their worker each month with 50% of the visits taking place in the child's residence.

<b>Caseworker Visit Compliance</b>				
FFY	% of children visited monthly by caseworker		% of children visited monthly whose visits were in child's residence monthly	
	Baseline/Goal	Actual	Baseline/Goal	Actual
	2018	95%	95.46%	50%
2019	95%	96.61%	50%	96.97%
2020	95%	97.37%	50%	97.46%
2021	95%	96.86%	50%	97.38%
2022	95%	97.87%	50%	97.42%
2023	95%		50%	
2024	95%		50%	

**Activities Planned for FFY 2021-2024:** In order to continuously monitor and improve compliance with monthly caseworker visits, the DCFS will do the following:

- 1) Continue monthly Performance Measures Consultant teleconferences to review regional performance in completion of caseworker visits in the child's residence.
- 2) CW Data unit provides percentage of visits held with children monthly to the Foster Care Program unit and Regional Performance Measures Consultants.
- 3) All regions require caseworker visits with children to be completed by the end of the month. A few of those regions have required caseworkers visits with children to be completed by the fifteenth (15<sup>th</sup>) of each month instead of the end of the month, to allow the worker additional time if an emergent situation occurs. The manager has to monitor unachieved visits and ensure the worker completes the visit.
- 4) DCFS Data unit developed a dashboard report to reflect daily for workers statewide the status of all caseworker visits for ease in ongoing monitoring of compliance.

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OJJ provides data annually for their foster care population and merges this data with the DCFS data to provide the complete caseworker visit report for all children in foster care in Louisiana.

**Monthly Caseworker Visit Update FFY 2021:** DCFS continued efforts as outlined above. Communication continued with local Child Welfare Managers to ensure all children who were in foster care were visited according to DCFS policies and procedures. DCFS continued reviewing and interpreting casework visit data ensuring the agency is within compliance.

**Monthly Caseworker Visit Activities Planned FFY 2022:** Continue as outlined above. DCFS will continue to monitor monthly caseworker visits and encourage timeliness. Policy will be updated as needed. The children's safety will be assessed on ongoing bases.

**Monthly Caseworker Visit Update FFY 2022:** The DCFS continued to meet the goal of monthly child visits as outlined in policy. In FFY 2021, Louisiana caseworkers held monthly visits with 96.86% of children in custody, which was 1.86% above the baseline goal of 95%. Monthly visits were held in the children's residences for 97.38% of the children. The DCFS also continued to encourage the timely completion of caseworker monthly visits with children in custody as a means of assessing the children's safety.

**Monthly Caseworker Visit Activities Planned FFY 2023:** The DCFS will continue to meet the monthly performance measures as described in policy. The FATS system will continue to be utilized, to document compliance with the monthly visits, until the launching of the CCWIS System that is projected to take place in 2023.

**Monthly Caseworker Visit Update FFY 2023:** The DCFS continued to meet the expectations of the Monthly Caseworker Visitation requirements as described by the Administration for Children and Families and in accordance with the DCFS policy. The data reporting population for the FFY 2022 consists of all children under age 18 who have been in foster care in Louisiana for at least one full calendar month during the period of October 1, 2021 through September 30, 2022, including:

- Children in the care and custody of the State of Louisiana but in an out-of-state placement
- Children remaining in the care and custody of the State of Louisiana and on a trial home placement
- Children remaining in the care and custody of the State of Louisiana who have run away from a foster care placement.

The following criteria was used to compute the percentages and verify selection of the reporting population:

- Aggregate number of children in the data reporting population
- Total number of monthly case worker visits made to children in the reporting population (if multiple visits were made during the calendar month, Louisiana only counted the visits as one visit)

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- Total number of complete calendar months children in the reporting population spent in care and
- Total number of monthly visits made to children in the reporting population that occurred in the child's residence. If multiple visits were made during the month, and at least one of those visits occurred in the child's residence, Louisiana counted and reported that one monthly visit occurred in the residence of the child.

The data was extracted from the Tracking, Information and Payment System (TIPS) and the Family Assessment and Tracking System (FATS). State ID numbers and foster care entry and exit dates of all children served in foster care from October 1, 2021 through September 30, 2022 were extracted from TIPS. TIPS is the data system which serves as the primary source of data for federal reporting for foster care in Louisiana. The entries and exits were concatenated such that each child had one record in the core data file and children with multiple episodes had all full months in care stored as a single episode. These IDs were matched against the case record notes in FATS to extract all face to face visits with each child made by an assigned caseworker. If any qualifying visit was made in the child's residence, that month was included in the numerator for visits in the residence. The chart above depicts the data extracted from Louisiana's TIPS and FATS Systems.

**Monthly Caseworker Visit Activities Planned FFY 2024:** The DCFS plans to continue to meet the expectation with the Monthly Caseworker Visitation requirement as described by the Administration for Children and Families and in accordance with the DCFS policy.

**Office of Juvenile Justice (OJJ) Sampling Methodology:** OJJ utilizes the following methodology for evaluating compliance with the caseworker visit requirements.

**Data Reporting Population:**

- The OJJ population, for purposes of federal visitation are youth who were submitted to DCFS on the OJJ AFCARS file or children in OJJ custody who are covered by a Title IV-E agreement between the state Title IV-E agencies.
- Children in custody for at least one full calendar month during the FFY are included in the population.
- A child with more than one custody episode during the 12-month period is considered one child.
- Children placed in an out-of-state placement are included in the data reporting population of the state with placement and care responsibility for the children.
- If a state considers children who have returned home for a trial home visit to be in OJJ custody, then the children are included in the population.
- Children who have run away from a placement are included in the population for as long as the child remains in the state's placement and care.

**Data Utilized for Computation and Verification:**

- The SAS data warehouse and DB2 SQL was used to develop reports to extract data from JETS related to caseworker visits with children identified as IV-E. JETS is a distributed Lotus Notes application supporting data from Lotus Notes and DB2.

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- Case level data was extracted from JETS for all children indicated as IV-E. The extraction criteria identified which months were full months in care, and which months were not full months in care. The extraction criteria identified the months containing a recorded face-to-face visit and the months not reflecting a face-to-face visit.
- The data file generated by the OJJ SAS data warehouse was merged with the data file from DCFS. The merged file was analyzed by DCFS to complete computations on the number and percentage of expected and accomplished face-to-face visits and the number and percentage of those visits occurring in the child's residence.
- Testing and verification included case matches between the SAS data warehouse, the JETS Lotus Notes Narrative databases, and DB2. Case record reviews were conducted to verify the accuracy of the extraction logic.
- Data submitted to the Department included statewide totals for OJJ as well as data broken down by each region. The final data was submitted in Excel spreadsheet format.
- The DCFS provided the calculation of percentages and statistical data to the US Department of Health and Human Services, Administration for Children & Families from the combined DCFS and OJJ data sets.

The percentage of visits made on a monthly basis by caseworkers to youth was determined by taking the number of visits made during all full months children in the reporting population were in care and dividing it by the number of full months in care for all children in the reporting population. This quotient was multiplied by 100 and expressed as a percentage rounded to the nearest whole number.

The percentage of visits occurring in the residence of the child was determined by taking the number of monthly visits made to children in the reporting population during full months in care occurring in the residence of the child and dividing it by the total number of monthly visits made to children in the reporting population during full months in care. This quotient was multiplied by 100 and expressed as a percentage, rounded to the nearest whole number.

**DCFS Sampling Methodology:** DCFS has uses the following methodology for evaluating compliance with the caseworker visit requirements.

**Data Reporting Population:**

- All children under age 18 in foster care for at least one full calendar month during the FFY were included in the population.
- A child with more than one foster care episode during the 12-month period is considered one child.
- Children placed in an out-of-state foster care placement were included in the data reporting population of the state with placement and care responsibility for the children.
- If a state considers children who have returned home for a trial home visit to be in foster care, then the children were included in the population.

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- Children who had run away from a foster care placement were included in the population for as long as the child remained in the state’s placement and care.
- Children in foster care covered by a Title IV-E agreement between the state Title IV-E agency and an Indian Tribe

FFY	# of Children Served in FC at Least 1 Full Month FFY 2014 (unduplicated)	# of Full Months in Care	# of Full Months in Care with Face to Face Visit by Assigned Worker	# of Qualifying Visit Months with a Visit in the Child’s residence	% of Full Months in Care with Face to Face Visits	% of Qualifying Visits occurring in the Child’s Residence
2018	6,782	50,293	48,008	46,708	95.46%	97.29%
2019	6,165	47,611	45,999	44,603	96.91%	96.97%
2020	5,424	43,008	41,876	40,811	97.37%	97.46%
2021	5,080	38,399	37,192	36,217	96.86%	97.38%
2022	5,326	38,174	37,361	36,398	97.87%	97.42%
2023						

❖ Data to be extracted from Web Focus Developer Studio

**T. ADDITIONAL SERVICES**

- Child Welfare Waiver Demonstration Activities:
  - Louisiana is not participating in any demonstration waivers at this time.
- Adoption and Legal Guardianship Incentive Payments:
  - Services the state expects to provide to children and families using Adoption and Legal Guardianship Incentive funds: DCFS anticipates utilizing the adoption incentive funds on child specific recruitment for those children available for adoption and in need of an adoptive placement. The services, will include, but not be limited to the following: media, contract assistance for timely completion of home studies for families interested in adoption, a child specific recruiter, and statewide match exchanges.
  - Should there be additional funds because of the changes to how adoption incentive funds are disbursed by the ACF, the department will assess the feasibility of increasing the number of days for post adoption respite beyond the current 25-day limit allowed in the adoption subsidy policy. The department will assess the feasibility of covering therapeutic services for those families ineligible to receive services through the Louisiana Behavioral Health Partnership.
  - Additionally, the Guardianship Subsidy program will be assessed for areas, which would benefit from additional supports to guardians in stabilizing guardianship settings and sustaining those care settings for the children.
  - The state’s plan to ensure timely expenditure of the funds within the 36 month expenditure period: To ensure timely expenditure of the funds DCFS will develop a plan for usage by outlining child specific recruitment activities; assess contracted services for timely expenditure usage; identify costs of additional services; and, coordinate with the department’s budget section to ensure funds are appropriately utilized and expended within the allocated timeframe.

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<b>FFY 2018</b>	912	904	226	\$1,980,351
<b>FFY 2019</b>	895	887	200	\$1,806,747
<b>FFY 2020</b>	<b>757</b>	<b>751</b>	<b>185</b>	<b>\$1,675,213.57</b>
<b>FFY 2021</b>	<b>612</b>	<b>604</b>	<b>137</b>	<b>\$1,528,261.99</b>
<b>FFY 2022</b>	700	693	130	\$1,822,255.63
<b>FFY 2023</b>				

*Data extracted on 02/15/2023 from WebFocus Developer Studio.*

**U. ADOPTION SAVINGS**

- Methodology for calculating and reporting annual adoption savings: Louisiana uses the Children’s Bureau method with actual amounts. Identification of actual amounts will not differ in any manner from the procedures used in the prior FFY.
- How adoption savings are spent: These funds are used for subsidized maintenance costs for otherwise Title IV-E ineligible children in provision of Adoption and Guardianship subsidies.
- Services state expects to provide children and families with adoption savings, 2020-2024: The Department intends to continue using the funds as they have been used in the past. Additionally the department is considering the following options for funding utilization:
  - Support groups for adoptive parents.
  - Start with experienced foster parents as mentors to do preventive support with potential foster/adoptive parents and relative caretakers from the very first placement and as needed along the way to help them be aware of and cope with the issues that arise immediately.
  - Look at paying experienced foster parents an hourly salary to be their mentor, i.e. understanding the importance of adoption over guardianship placement, overcoming struggles/barriers to finalize an adoption, working through adoptive and guardianship crisis situations to prevent disruption, etc. It was suggested DCFS consider using one experienced foster parent to mentor other foster parents in each region, including relative and fictive kin caretakers.
  - Funding for crises to prevent disruption.
- Estimated timetables for spending unused savings calculated for previous years: All funds are being used at this time, nor are there typically unused funds.
- Challenges in accessing and spending funds: There are no identified challenges in accessing and spending the funds.
- If needed, complete and Attachment E: Louisiana has not changed the adoption savings methodology since 2015, and thus the Attachment E is not needed.

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**V. FAMILY FIRST PREVENTION SERVICES ACT TRANSITION GRANTS:**

The Family First Prevention Services Act (FFPSA) authorized new optional title IV-E funding for time-limited (one year) prevention services for mental health/substance abuse and in-home parent skill-based programs for: 1) a child who is a candidate for foster care (as defined in section 475(13) of the Act), 2) pregnant/parenting foster youth, and 3) the parents/kin caregivers of those children and youth (sections 471(e), 474(a)(6), and 475(13) of the Act).

Louisiana is using FFPSA Transition Grant Funds to support child welfare activities allowable under title IV-B of the Act, including efforts to promote primary prevention of child abuse and neglect. Transition funds are being used for evidence-based practices to promote the well-being of children, youth and families and to prevent unnecessary foster care placements. Intercept®, developed by Youth Villages, is an integrated, intensive in-home parenting skills program used to safely prevent children from entering out-of-home care or to reunify them with family as quickly as possible if a period of out-of-home care is necessary (this includes, but is not limited to, foster care, residential treatment, or group home settings). Intercept is appropriate for children ranging in age from birth to 18, with services lasting four to nine months (typically, four to six months for prevention or six to nine months for reunification). Family Intervention Specialists work with both the child and the caregivers to address issues impacting the stability of the family, meeting an average of three times weekly in the home or community, depending on family need, and providing 24-hour on-call crisis support. Trauma-informed care is provided. Louisiana has contracted with Youth Villages to oversee the implementation of the Intercept model with providers in certain areas of the state in addition to being a direct service provider in certain areas. Currently DCFS has Intercept services implemented in East/West Jefferson, Orleans, Livingston, and Tangipahoa parishes with Youth Villages being the provider.

The chart below is the characteristics of children served since the inception of Intercept:

<b>Family First Prevention Services Act Transition Grant: Characteristics of Children Served</b>										
<b>REGION</b>	<b>African American Females</b>	<b>Caucasian Females</b>	<b>Other Females</b>	<b>Total Females</b>	<b>African American Males</b>	<b>Caucasian Males</b>	<b>Total Males</b>	<b>African American Unknown Gender</b>	<b>Unknown Total</b>	<b>Grand Total</b>
Covington	12	16	1	29	9	13	22	0	0	51
Orleans	25	5	2	32	14	3	17	1	1	50
Shreveport	0	1	0	1	0	0	0	0	0	1
State Office	2	0	0	2	1	1	2	0	0	4
<b>GRAND TOTAL</b>	<b>39</b>	<b>22</b>	<b>3</b>	<b>64</b>	<b>24</b>	<b>17</b>	<b>41</b>	<b>1</b>	<b>1</b>	<b>106</b>

Intercept services will be implemented in Caddo parish soon with Choices being the provider. In addition, the DCFS will be expanding Intercept services throughout the state next year.

The DCFS entered into a contract with the University of Louisiana at Lafayette, Kathleen Babineaux Blanco Public Policy Center (Blanco Center) to provide research support to DCFS in identifying best practices for agency programs; working with agency staff to identify and track key metrics related to program activities and outcomes; and conducting

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program evaluations to support the agency's efforts to improve the quality and impact of programs administered by DCFS.

The DCFS entered into a contract with the Baldacci Consulting Group to provide ongoing support for the development of the FFPSA prevention plan related to data reporting, financing, and cost allocation.

The DCFS entered into a contract to ensure the Louisiana QRTP network has a trauma-informed treatment model that is designed to address the needs, including clinical needs as appropriate, of children with serious emotional or behavioral disorders or disturbances and, with respect to a child, is able to implement the treatment identified by the assessment of the child. The contract supports TBRI Implementation overview for leadership, leadership implementation team training for all organizations, in person training at each organization, monthly coaching and support, and building in-house expertise.

Louisiana also supported a learning collaborative with the Qualified Residential Treatment Programs. In this year DCFS entered into contracts with the five providers of residential care services allowed by the FFPSA (four QRTPs and the one Provider of a Specified Setting for youth at risk for human trafficking) to establish a learning collaborative to share lessons learned and implementation strategies among early adopter peers. The Learning Collaborative was established to provide a formal approach and vehicle for developing and implementing the state's first group of QRTP provider agencies. The Learning Collaborative provided DCFS, the participating private agencies, and other key stakeholders with a forum for to share lessons learned, resources and potential solutions to implementation challenges; develop policy and practice documents; and to determine data elements that will be tracked for documentation and evaluation purposes. Going forward, Louisiana intends to contract with Child First to bring the model to Louisiana to provide intensive in-home services to children zero (0) to age six (6). Implementation will occur in two (2) or more areas with four (4) Teams per Affiliate. Child First is an evidence based in-home prevention model, which has a holistic approach by a two-member clinical team.

**Family First Prevention Services Act Transition Grants Update FFY 2023:** The contract for TBRI has continued during FFY 2023 to ensure Louisiana QRTP providers and the specified providers serving youth at risk for human trafficking implement trauma-informed services. The Learning Collaborative ended at the end of the first year, however the DCFS and the five QRTP provider agencies and other key stakeholders have elected to continue to meet twice a month to share lessons learned, resources and potential solutions to implementation challenges; develop policy and practice documents; and to determine data elements that need to be tracked for documentation and evaluation purposes.

Louisiana has entered a contract with NSO Child First for the implementation of the Child First model providing intensive in-home services to children zero (0) through age five (5). Four affiliates have been identified and implementation will occur by three affiliates in different areas of the state with four teams per affiliate. Each affiliate has submitted their contract and it is being reviewed for approval. Child First will be implemented in Louisiana

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utilizing Transitional Funds and will plan to begin to using IV-E funding once the provision plan is submitted and approved.

Louisiana continues to use the transition grant to pilot and implement Intercept. Louisiana has contracted with Youth Villages to oversee the implementation of the Intercept model with providers in certain areas of the state in addition to being a direct service provider in certain areas. The DCFS continues with Intercept services implemented in East/West Jefferson, Orleans, Livingston, St. Tammany, Washington, and Tangipahoa parishes with Youth Villages being the provider. Intercept services were implemented in Caddo parish with Choices being the provider. The DCFS also added an additional Intercept team in East Baton Rouge Parish. The DCFS continues in a contract with the University of Louisiana at Lafayette, Kathleen Babineaux Blanco Public Policy Center (Blanco Center) to provide research support to the DCFS in identifying best practices for agency programs; working with agency staff to identify and track key metrics related to program activities and outcomes; and conducting program evaluations regarding Child First. The DCFS has also continued in a contract with the Baldacci Consulting Group to provide ongoing support for the development of the FFPSA prevention plan related to data reporting, financing, and cost allocation.

The chart below is the characteristics of children served by Intercept from July 1, 2022 to April 30, 2023:

<b>Family First Prevention Services Act Transition Grant: Characteristics of Children Served from July 1, 2022-April 30, 2023</b>											
REGION	African American Females	Caucasian Females	Multi-Race Females	Total Females	African American Males	Caucasian Males	Native Hawaiian Males	Total Males	African American Unknown Gender	Unknown Total	Grand Total
Alexandria	1	1	0	2	0	0	0	0	0	0	2
Baton Rouge	5	3	1	9	3	2	0	5	0	2	16
Covington	14	32	0	46	17	21	0	38	0	1	85
Lafayette	0	0	0	0	0	1	0	1	0	0	1
Monroe	0	0	0	0	1	2	0	3	0	0	3
Orleans	42	11	1	54	17	4	0	21	2	3	80
Thibodaux	1	0	0	1	0	0	0	0	0	0	1
Shreveport	7	4	1	12	4	1	0	5	0	0	17
Region Unknown	0	0	0	0	1	1	1	3	0	0	3
<b>GRAND TOTAL</b>	<b>70</b>	<b>51</b>	<b>3</b>	<b>124</b>	<b>43</b>	<b>32</b>	<b>1</b>	<b>76</b>	<b>2</b>	<b>6</b>	<b>208</b>

**FFPSA Transition Grants Planned activities for FFY 2024:** The DCFS will continue to ensure the Louisiana QRTP network has a trauma-informed treatment model that is designed to address the needs, including clinical needs as appropriate, of children with serious emotional or behavioral disorders or disturbances and they are able to implement the treatment identified by the assessment of the child through TRBI training and practice. Collaboration among the QRTP community will also continue in an effort to provide resources, collect data and data analysis for best practice. In April 2023, the fourth affiliate will begin the Child First training in June 2023. Implementation will occur by four affiliates offering Child First services across five regions- Orleans, Baton Rouge, Covington, Shreveport, Alexandria and Monroe. Implementation sites for Intercept will continue until a transition is made to IV-E funding once the plan is approved. The Blanco Center will

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continue to work with DCFS regarding evaluation of Child First and the Baldacci Consulting Group will provide continued support through plan approval.

**W. FAMILY FIRST TRANSITION ACT FUNDING CERTAINTY GRANTS:**

Not applicable at this time as Louisiana is not a waiver state and did not receive a certainty grants.

**SECTION 5 – CONSULTATION AND COORDINATION BETWEEN STATES AND TRIBES**

There are four federally recognized Native American Tribes in Louisiana:

1. **The Chitimacha Tribe of Louisiana** is located in Charenton, LA in St. Mary Parish. Lonnie Martin is the chief and Karen Matthews is the Director of Health and Human Services. The mailing address is P.O. Box 661, Charenton, LA 70523, and the telephone number is (337) 923-7000. Website: [www.chitimacha.gov](http://www.chitimacha.gov)
2. **The Coushatta Tribe of Louisiana** is located in Elton, LA in Allen Parish. Kevin Stickey is the Chairman and Rayne Langley is the Social Services Director. The mailing address is P.O. Box 967, Elton, LA 70532, and the telephone number is (337) 584-1433. Website: [www.coushattatribela.org](http://www.coushattatribela.org)
3. **Tunica-Biloxi Tribe of Louisiana** is located in Marksville, LA in Avoyelles Parish. Earl Joey Barbry is the chairperson and Evelyn Cass is the Social Services Coordinator. The mailing address is P.O. Box 331, Marksville, LA 71351, and the telephone number is (318) 253-9767. Website: [www.tunicabiloxi.org](http://www.tunicabiloxi.org)
4. **Jena Band of Choctaw Indians of Louisiana** is located in Jena, Louisiana, and includes parts of Grant, Rapides and LaSalle Parishes. Christine Norris is the Chairwoman and Mona Maxwell is the Social Services Director. The mailing address is P.O. Box 14, Jena, LA 71342, and the telephone number is (318) 992-0136. Website: [www.jenachoctaw.org](http://www.jenachoctaw.org)

Collaboration Activities: Annual meetings between federal, state and tribal partners are generally held to discuss collaboration, planning and service delivery between the state and the tribes. The meetings prove beneficial in improving service delivery to tribal families and children. Chafee Independent Living providers in regions where the tribes are located make ongoing outreach efforts to the tribes. Formal and informal working agreements with the Native American tribes are in place with local DCFS offices and state office staff facilitates quarterly teleconferences with all federally recognized tribes.

DCFS continues efforts to invite all tribal representatives to each quarterly PQI/CQI Stakeholder Subcommittee meetings. The goal is to improve communication with tribes on important matters such as notification of case planning meetings, safety/risk assessments, staffings, and court hearings. Tribes are located in jurisdiction of three regional PQI/CQI committees: Lafayette Region (Chitimacha Tribe), Lake Charles Region (Coushatta Tribe) and Alexandria Region (Tunica-Biloxi and Jena Band of Choctaw Tribes). To date, the Chitimacha Tribe Social Services Director has been the only participant in the statewide PQI Stakeholder Committee.

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Plans, Reports and Reviews: DCFS provided tribes with an outline for the new Child and Family Services Plan (CFSP) and goals and action steps to obtain feedback for planning for the next five years at the annual tribal meeting.

Ongoing discussion regarding plans, reports and the state's compliance with ICWA will be held in quarterly conference calls initiated by DCFS. The department will resume site visits with tribes. The DCFS will conduct the conference calls and encourage tribal participation through meeting reminders and requests for agenda items, which are important to tribes as well as coordinate the site visits.

Rights of Tribes to Operate a Title IV-E Program: DCFS is available to all tribes in the state, the Director of the Bureau of Indian Affairs, and the Director of the Louisiana Intertribal Council to negotiate in good faith with any tribe or tribal organization requesting the development of a Title IV-E agreement to administer all or part of the Title IV-E program, including the Chafee Foster Care Independence Program on behalf of Native American children, and to provide access to Title IV-E administration, training and data collection resources.

Measures taken by the state to comply with ICWA: DCFS provides initial and ongoing training to front-line staff to assure ICWA policy is understood and implemented and developed a computer-based course on ICWA, which is mandatory for staff. The course is available in the Department's on-line training environment. Tribal representatives are invited to participate in trainings offered by DCFS. In consultation with tribes, Louisiana has developed policies and procedures to comply with the Indian Child Welfare Act.

Notifications to Indian Parents and Tribes: DCFS policy requires staff identify children who are Native American or eligible for tribal membership. The Child Protection Services (CPS) data system, A Comprehensive Enterprise Social Services System (ACCESS 2.0) intake screen captures information regarding Native American status, and inquiries continue throughout the life of the case, with Tracking, Information and Payment System (TIPS) data and/or ACCESS 2.0 being updated accordingly. Upon identification of a child served by DCFS and affiliated with a federally recognized Native American tribe, the tribe is notified. DCFS encourages identification of Native American children early in the child welfare process and stresses open communication with the family and the tribe throughout the family's involvement with the department.

The department does not currently capture data within any of our data systems on the notification to tribes when a Native American child becomes involved in the child welfare system. DCFS captures this information on the case transfer staffing form when cases move from one Child Welfare program to another, but this is not an electronic process where data can be easily collected. The state hopes to achieve enhanced data tracking capacity in this area in the future if a Comprehensive Child Welfare Information System (CCWIS) system is developed.

DCFS is able to provide data on removals among this population. The table below reflects the total number of Native American Indian children who were alleged victims and victims who were removed because of validated abuse/neglect.

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FFY	Total Alleged Child Victims (un-duplicated)	Total Alleged Native American child victims (unduplicated)	Percentage of Native American child victims	Total Validated child victims (unduplicated)	Total Validated Native American child victims (un-duplicated)	Percentage of Valid Native American child victims
2018 Baseline	26,672	71	0.27%	9,589	27	0.28%
2019	30,505	27	0.09%	8,252	7	0.08%
2020	24,362	29	0.12%	6,810	7	0.10%
2021	23,558	27	0.11%	6,781	5	0.07%
2022	30,373	78	0.26%	8,209	22	0.27%
2023						
2024						

*The chart above reflects the total number of alleged Native American child victims unduplicated, the percentage of Native American child victims unduplicated.*

The following chart reflects the total number of Native American children who represented valid cases of abuse/neglect.

FFY	Native American Children entering Foster Care Program (single race)	Total Native American Children entering Foster Care program (multiple race)	Total Native American Children entering the Foster Care Program
2018 Baseline	4	6	10
2019	4	1	5
2020	14	0	14
2021	4	10	14
2022	9	5	14
2023			
2024			

*The chart above reflects the total of Native American children who represented valid cases of abuse/neglect.*

**Placement Preferences:** DCFS policy recognizes the special placement preferences for Native American children within the tribe if placement within the family is not possible. Policy addresses placement preferences for Native American children in foster care, pre-adoptive and adoptive homes. Policy requires children be placed with family and within a placement resource meeting the specific ethnic and cultural needs of the child.

**Services to Facilitate Reunification:** DCFS policy recognizes the need for services to facilitate reunification with their Native American families, when safe and appropriate. Policy addresses Native American children in Foster Care and the need to involve tribes and parents in the FTM process and court proceedings to facilitate the reunification process.

**Family Preservation:** Services are sought to prevent the breakup of Native American families. The DCFS is working toward building a continuum of services focusing on prevention and the preservation of the family unit for all families served by the Department, including tribal families. Limitations exist in the availability of services in rural areas of the state, which negatively affects the ability to provide services to tribal families and all other families who reside in rural areas.

**Tribal Jurisdiction:** Policy recognizes the rights of tribal courts and their jurisdiction. Policy has been updated to reflect the process of transferring jurisdiction to a tribal agency, if requested. Tribal courts usually allow the local courts to proceed, but would prefer complete details in an

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informed decision making process. It is hoped through ongoing participation of tribal representatives on regional PQI/CQI teams and on the statewide stakeholder committee, these types of issues can be discussed and resolved in a satisfactory manner for all parties and in the best interests of the children and families served.

**Special Provisions:** The department has special provisions in policy applying to a child eligible for membership in a federally recognized Native American Tribe and involved in child custody proceedings relative to foster care placement, termination of parental rights, pre-adoptive placement and adoptive placement. These special provisions include family background investigation, pre-removal services, and hearing notification to the parent(s) and the tribe. DCFS requires Chafee Independent Living Service providers by contract to serve tribal youth in foster care with the tribe as well as in state custody in providing services.

**Plans for Tribal Collaboration for FFY 2020-2024 CFSP:** The state level Foster Care Unit will do the following:

- Continuously review and update policy and seek tribal input for improved guidance to departmental staff in serving Native American children and families;
- Conduct verbal communication at least quarterly and conduct onsite meetings annually with each Louisiana tribal social service director and their local child welfare tribal liaisons to collaboratively identify challenges and facilitate improved working relationships;
- Encourage tribal PQI involvement at the state level;
- Encourage tribal youth involvement in the Louisiana Youth Leadership Advisory Council (LYLAC), if previously in state custody;
- Notify tribes of monthly program specific webinars and other DCFS child welfare trainings provided to child welfare staff in relation to policy/legislative issues and encourage participation;
- Collaborate with Supreme Court, Court Improvement Program in planning for improved ICWA compliance in serving Native American families;
- Work with contracted Chafee Independent Living Services providers to reach out to tribes on a regular basis to offer support and services to tribal youth in custody who are transitioning to adulthood; and,
- Assist tribes with the development of a Title IV-E plan and/or agreement, if needed/ requested.

**Collaboration with Tribes Update FFY 2021:** Foster Care Consultant and Extended Foster Care Consultant met quarterly with the Chitimacha Tribe, Coushatta Tribe, Tunica-Biloxi Tribe and Jena Band of Choctaw Indians. During these teleconference meetings, the Foster Care Consultant and Extended Foster Care Consultant offered any assistance needed. Updates on policies were provided regarding the tribes and data was received regarding COVID-19 with staff or tribal youth in custody. All tribes displayed interest in trainings provided by the department to elaborate more on what is needed from DCFS to better assist the children and training on the Indian Welfare Act. Tribal partners stated interest in sharing data for their tribal children and their process of recruiting members to become certified foster parents. Training information was provided as available. Face-to-face restrictions were put in place due to Covid-19 and teleconference meetings continued quarterly. The Foster Care Consultant and Extended Foster Care Consultant continued to maintain contracts with the tribes and provide assistance.

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The extended foster care consultant provided tribes with information regarding tribal children eligible for financial aid training, \$5,000 yearly vouchers for school were given to tribal children, and assistance with furniture and housing was provided. Information was shared with the tribes via email.

**Collaboration with Tribes Activities Planned FFY 2022:** The Foster Care Consultant and Extended Foster Care Consultant continue to ensure all tribes are up to date with all department updates and changes. The department will continue teleconference meetings with all tribes until COVID-19 restrictions are lifted for face-to-face visits. The department will continue to encourage the tribes to recruit tribal foster parents for tribal children entering foster care.

**Collaboration with Tribes Update FFY 2022:** The Foster Care Consultant and Extended Foster Care Consultant continue to ensure all tribes are up to date with all department updates and changes. The department will continue teleconference meetings with all tribes until COVID-19 restrictions are lifted for face-to-face visits. The department will continue to encourage the tribes to recruit tribal foster parents for tribal children entering foster care. The Foster Care Consultant will continue to maintain working agreements with the tribes and provide assistance in areas that are needed. Foster Care Consultant and Extended Foster Care Consultant met quarterly with the Chitimacha Tribe, Coushatta Tribe, Tunica-Biloxi Tribe and Jena Band of Choctaw Indians via teleconference. Tribal partners would like to continue to be invited to trainings given by DCFS. The information at trainings are very informative. All tribe partners were in agreement with Tribal Agreement between tribes and DCFS.

**Collaboration with Tribes Activities Planned 2023:** The Foster Care Consultant and Extended Foster Care Consultant will continue to maintain working agreements with the tribes and provide assistance in areas that are needed. The Foster Care Consultant and Extended Foster Care Consultant will continue to ensure all tribes are up to date with all department updates and changes. The department will continue teleconference meetings with all tribes until COVID-19 restrictions are lifted for face to face visits.

**Collaboration with Tribes Update FFY 2023:** The Foster Care Consultant and Extended Foster Care Consultant have continued to maintain a working relationship and agreement with the tribes. The consultants have updated the tribes on all departmental changes and have assisted when needed. Quarterly face-to-face meetings have been held with the Jena Band of Choctaw, Coushatta Tribe, Chitimacha Tribe, and Tunica-Biloxi Tribe. The consultants and the tribes have discussed services offered by the tribes and the availability of outside resources that are in their respective service areas during the meetings. The department has continued to have open discussions about recruitment for tribal foster parents for tribal children. The consultants have worked with the local offices and tribes to assist with addressing any issues that may arise. The Foster Care Consultant and Extended Foster Care Consultant have participated in webinars and trainings through the National Child Welfare Capacity Building Center for Tribes, at least monthly. The department has continued to invite tribal partners to trainings provided by the DCFS.

**Collaboration with Tribes Activities Planned 2024:** The Foster Care Consultant and Extended Foster Care Consultant will continue working to maintain the agreement and relationship with the tribes. The consultants will continue to provide updates to ensure that the tribes are made aware of

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all departmental changes. Assistance will continue to be given, when needed, from the Foster Care Consultant and Extended Foster Care Consultant. The Foster Care Consultant and Extended Foster Care Consultant will continue meeting with the tribes face-to-face on a quarterly basis and as needed.

**SECTION 6 – JOHN H. CHAFEE FOSTER CARE PROGRAM FOR SUCCESSFUL TRANSITION TO ADULTHOOD (THE CHAFEE FOSTER CARE INDEPENDENCE PROGRAM – CFCIP):**

**Agency Administering Chafee:** The Department of Children and Family Services (DCFS) is the state department administering the Chafee Foster Care Independence Program (CFCIP) and Educational and Training Vouchers (ETV) Program. DCFS state-office staff members meet onsite with Chafee providers and the contract distributor of the ETVs at least quarterly. They complete a contract monitoring form to assure compliance with contractual obligations and federal regulations regarding Chafee and ETV funds during each quarterly visit. Staff attend Chafee independent living skills training classes offered by the providers to monitor youth participation and course content, as well as reviewing youth CFCIP service records to ensure individual assessment and service planning. Staff review youth ETV eligibility determination immediately prior to dissemination of each voucher, insure appropriate compliance with voucher dissemination prior to invoice processing monthly and require corrective action plans with Chafee and ETV providers as necessary.

**Description of Program Design and Delivery:** DCFS has strengthened services provided through the Chafee program by providing transitional services and Independent Living Skills (ILS) to prepare youth for transition into adulthood. DCFS has enhanced service array by providing in depth instruction within the home setting and classroom training to improve life skills for children ages 14-21. These services were shifted from classroom ILS preparation to in-home skill assessment and learning/planning for 16-17 year olds. Youth Engagement Programs were rolled out in each Region in addition to social skill building for ages 14-21. Case management services for those not in EFC are currently offered to youth ages 18-21. In July 2020 services were expanded to include services through age 23. To assist in improving services to youth, Permanency Consultants and Specialized Youth Workers (SYW) provide case consultation, on-site coaching and training to assist caseworkers and supervisors in working youth towards permanency prior to exiting foster care. In addition, assistance is provided with community outreach to inform stakeholders of program improvements. The enhancements are geared towards increasing engagement of youth in FTM's, collaboration with community stakeholders and enhancing the skills of DCFS child welfare workforce when working with young adults to include coaching in family search and engagement. DCFS expanded work with the Youth Advisory Board to help them restructure and plan initiatives throughout the year.

The programs are designed according to Positive Youth Development principles to achieve the purposes of the CFCIP and ETV programs. Consideration of adolescent brain development has been utilized in stratifying the curricula provided to youth through the CFCIP providers as well as in experiential learning opportunities provided to the youth. The CFCIP providers are moving toward a model of working with youth, which will be even more conducive to serving the developmental stages, and learning styles of youth as all learning activities are going to be

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individually targeted and tailored to each youth with the youth's input in designing the services the youth will receive. There will continue to be social activities hosted by the CFCIP providers to bring together the youth for peer-to-peer relationship development. Additionally, all youth will be provided a mentor to support relationship building and development of connections.

Service delivery for youth is provided by the youth's caregivers, DCFS workers and by contracted CFCIP provider agencies. Four agencies comprise the CFCIP providers statewide in nine regions. Goodwill of North Louisiana provides services in Shreveport, and Alexandria Regions. Louisiana United Methodist Children and Family Services serves the Monroe, Lake Charles, Lafayette and Covington Regions. Goodwill Southeast Louisiana serves New Orleans and Thibodaux Regions. Empower225 serves the Baton Rouge Region. The ETV provider for the state is the Louisiana Office of Student Financial Assistance (LOSFA). This state agency is located in Baton Rouge, but works collaboratively with the financial assistance offices of all accredited post-secondary institutions and programs throughout the state as well as other federal and state funding programs for individuals seeking post-secondary educational/vocational skill development. The National Youth in Transition Database (NYTD) is the database used by the state of Louisiana to report demographics regarding youth in foster care (sex, race, ethnicity, date of birth and foster care status) and outcomes of youth involved in the Foster Care and EFC programs. For additional information regarding data collection, please see the *Overview and Assessment of Recruitment and Retention: Data and Tracking of Recruitment and Retention* section of the plan.

**Serving Youth Across the State:** The LOSFA has done outreach across the state to the primary educational/vocational institutions. LOSFA does targeted outreach any time a current or previous foster youth indicates an interest in a program, which has not previously been available or utilized. Their educational institutions refer the youth to LOSFA for ETV applications and approvals. Youth are encouraged to explore available resources through the Orphan Foundation of America to access additional services. The state Foster Parent Association offers a variety of scholarships and achievement awards for youth exiting foster care annually. Information can be accessed at [www.lfapainc.org](http://www.lfapainc.org). DCFS has a youth link on the Department's internet site, which is disseminated routinely to youth to provide them information on education and other services to support the transition to adulthood. This link is [www.dcfslouisiana.gov](http://www.dcfslouisiana.gov) under the tab for Child Welfare, and then the tab for Youth Link.

Prior to age 18, a DCFS worker or an Office of Juvenile Justice (OJJ) worker who has primary case management responsibility serves each youth. (Tribal Social Service workers serving youth in tribal foster care with the four federally recognized tribes within Louisiana may make referrals.) The caseworker refers youth to the CFCIP provider for life skills training beginning at age 14 or entry into foster care, if entering state/tribal custody after age 14. The CFCIP provider may serve youth enrolled in CFCIP services up to age 23, as needed. Youth are informed of the ETV program by their DCFS caseworkers and by CFCIP providers. By completing the Free Application for Federal Student Aid (FAFSA) and indicating he/she was a ward of the state, or by applying for financial assistance through any federally recognized educational or vocational program, a youth is referred to the Louisiana Office of Student Financial Assistance (LOSFA) for ETV consideration. The Department monitors compliance with ETV guidelines through verification of eligibility, consultation with LOSFA and periodic disbursement of funds.

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**Education and training Vouchers (ETV):**

Youth are eligible to receive an ETV if the youth are currently under the age of 26 and meet one of the following criteria:

- Exited foster care from DCFS or a federally recognized tribe at age 18 or OJJ custody between ages 18 and 21;
- If the youth exited foster care from DCFS custody after age 16, but prior to age 18 to an adoption or guardianship arrangement;
- If the youth exited foster care after the age of 14, but prior to age 18 to another permanency option (ex: reunification, custody to a relative, etc.)

Louisiana extends ETV services to youth from other states/tribes meeting the same criteria who live in Louisiana and are not receiving ETVs from their own state/tribe.

ETV awards are based on need and a formula is used to ensure the youth receives the highest benefit possible. DCFS staff and Independent Living providers give the youth information concerning the ETV and this is documented on the Youth Transition Plan (YTP).

Youth ages 16 and 17 who are dually enrolled in accredited secondary and post-secondary programs are eligible for ETVs. Satisfactory progress toward degree completion is required in order to maintain eligibility.

DCFS offers CFCIP and ETV services to all youth meeting the criteria above.

Youth receiving an ETV are required to apply for all financial aid and scholarships for which they might qualify. Periodic review of the youth's progress will continue to occur to assure the youth receives the services to meet educational or training needs and achieve educational goals. Each participant is required to submit grades each semester or quarter to LOSFA, and/or a DCFS program consultant so the youth's progress and performance can be assessed and continued expenditure of ETV funds can be justified.

In order for a student to be considered for many of the federal and state aid programs, they must complete the Free Application for Federal Student Aid or FAFSA. The postsecondary school uses the information from the FAFSA to determine eligibility for those programs. A student cannot receive any financial aid that exceeds the cost of attendance.

Cost of attendance varies from school to school. The elements of cost of attendance include tuition, books, room and board, miscellaneous expenses, transportation, and childcare (if the student has a dependent). Students in off-campus housing have a higher cost than those living in the dorm or those who live at home. The formula for federal and state aid is:

Cost of attendance/COA minus expected family contribution/EFC (derived from info on the FAFSA) equals financial need.

Cost of Attendance (COA) – Expected Family Contribution (EFC) = Financial Need

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Schools are required to use the formula above and cannot receive aid in excess of the cost of attendance.

Five groups of youth continue to be eligible for CFCIP services after they leave foster care:

1. Youth in the Extended Foster Care Program.
2. Youth who left foster care for adoption or guardianship after age 16 but prior to age 18 are informed by their worker of their continued eligibility for CFCIP services up to age 23, and are potentially eligible for ETV services, when the youth leaves foster care.
3. All youth who leave foster care for any reason after beginning CFCIP life skills training are eligible and encouraged to remain in the program until they complete it.
4. Youth who have aged out of foster care and make a plan to continue educational and vocational pursuits with the assistance of the ETV program.
5. Youth who have completed the life skills training program with a CFCIP provider may always return to the provider for additional assistance as resources allow.

Please note that the current DCFS Chafee services are available to age 21. DCFS changed to the Independent Living (IL) providers serving young adults to age 23 starting July 2020. Young adults 18-23 are able to receive case management to include emergency assistance funds and coaching in IL skill building. They have the opportunity to be involved in youth engagement activities and programs, skill specific educational classes, and included in social activities.

NYTD data is discussed with field staff, state office staff, youth, OJJ staff, the Louisiana Elite Advocacy Force (LEAF) and with the CFCIP providers. During these discussions, staff reiterate the importance of this information in assessing service delivery and improving work with youth. The CFCIP providers assist in surveying “NYTD follow-up youth”. DCFS implements an ongoing plan for the CFCIP providers to stay in contact with the sampled “NYTD follow-up youth” and with the baseline youth as they enter the population. The plan ensures CFCIP providers will have contact with each of these youth a minimum of every 60 days. It requires the providers send the youth a birthday and Christmas card to sustain the relationship and remind youth of the availability of the CFCIP providers as a connection and resource for services.

DCFS does not have the ability to compare NYTD data by region to determine if services vary by location. The Independent Living contract service providers provide a consistent service array across the state. Each of their programs provide the same menu of services, same assessment, and same delivery technique of services. They will be using the same curriculum for independent living skill development within the next few years. Over the next two years, DCFS will be working with the local communities to build additional services in an adequate and functioning service array statewide.

DCFS is developing a CCWIS system that will allow for the increased accuracy of data collection for NYTD data elements. This will allow NYTD services data to be pulled from the data system regrading services received. We are working to develop a report in the interim that can compare the AFCARS and NYTD data. The baseline surveys will continue to be collected by the Independent Living contract providers. They make direct contact with young adults to facilitate the completion of baseline surveys. We will be strengthening our plan to share NYTD data with

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an increased number of stakeholders and youth to improve program development and change. This will include training youth to share the data with other youth.

**Collaboration with Tribes:** In all discussions with the tribes, they have requested information on Chafee services available. Due to the small number of youth they serve, they have stated their interest in obtaining services through our contract providers when needed. The State Office team makes contact with each tribe quarterly by phone and email and then makes in-person visits annually. In addition, each year the Independent Living contract providers must meet with each tribe to discuss services available within their programs and how services are accessed. To date none of our federally recognized tribes have requested any Chafee or ETV services for their youth.

**Collaboration with other Private and Public Agencies:**

**Louisiana Elite Advocacy Force (LEAF):** There have been two LEAF board retreats and one workday. There are monthly executive team calls as well as monthly board calls. The board has three committees:

- 1) Policy: Completed Youth Bill of Rights. Senate Bill 151 is scheduled to be heard. Partnership with the Pelican Center for Children and Families to increase youth voice in the courtroom. Creation of a Court Prep Form. Inclusion in the Pelican Center Code Committee, Trauma-informed court workgroups and Care Committee listening groups.
- 2) Placement Stability: Development of a placement stability survey used through home development and DCFS workers; foster parent “scenario” training; youth survey to evaluate their: experience with DCFS worker, involvement in case planning and decision making, experience in current foster home placement, connection with biological. Family members, over all foster care experience while utilizing “What Helps What Harms” questions.
- 3) State Boards Structure and Training: Continuous updates to board’s bylaws and creating new processes such as applications and code of conduct.

**Goodwill Industries:** Goodwill Industries continued with their *GoodFutures* program which improves educational and employment opportunities for at-risk youth, ages 16-19, to achieve lasting financial stability and self-sufficiency. For students who have not graduated high school, Goodwill Industries partners with Bossier Parish Community College (BPCC) to provide HiSET classes, as well the opportunity to receive a nationally recognized retail certification. This program is funded by Bossier Parish Community College and is offered at no cost to its participants.

Goodwill Industries continued with their Good Transitions program and collaboration with DCFS, which is a referral, based program through the Department of Children and Family Services (DCFS) that provides free services to youth ages 14-21 in foster care. The program's goal is to develop skills and supportive services necessary for the youth to become independent and to transition into adulthood and assume personal responsibility for their daily care.

**Methodist Children’s Home:** The Methodist Children’s Home continued to provide the most comprehensive, intensive residential care for children in Louisiana on three campuses in Ruston, Mandeville, and Sulphur. The Life Skills Program continued to serve not only residents of Louisiana Methodist Children’s Home, but children living in group homes and foster homes in twenty-nine parishes in the following regions: Monroe, Covington, Lake Charles and Lafayette.

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This program provided the opportunity for youth, ages 14-17, to learn the life skills necessary to transition successfully into independence. Many youth returned after completion of the program from ages 18-21 to refresh their skills and receive Case Management Services. Life Skills Training Centers collaborated with other community-based programs to offer education and training. These other programs included churches, transitional living facilities and schools, all of which assist youth in transitioning successfully into adulthood. Additional training was offered to foster parents and DCFS staff. The Life Skills Training Center maintained the Hope Chest Program to collect donations of household items such as pots and pans, bathroom accessories, bedding, small appliances, etc.

The COVID-19 pandemic required the Family Counseling Center therapists shift gears and continue to serve the community using Telehealth to support the mental health needs of children and families. The Family Counseling Center offers sessions via tele-health and in person and follows CDC and LUMCFS guidelines regarding health screenings.

Empower 225: Please refer to the Collaboration section of the APSR.

Housing Authority of New Orleans (HANO): DCFS collaborated with the HANO regarding the Foster Youth Initiative (FYI). DCFS plans to incorporate FYI into more locations pending the availability of providers. DCFS and HANO worked with referral sources, and ensured youth in care meet criteria for services.

**Determining Eligibility for Benefits and Services**: The state's criteria for objectively determining eligibility for benefits and services under the CFCIP and ETV programs is described above in the other portions of the John H. Chafee Foster Care Program section of this plan.

**Cooperation in National Evaluations**: DCFS will work with the CCWIS team over the next five years to ensure capability to provide relevant data elements from NYTD that incorporates data that includes the services received and other sources of information that addresses how services vary by region.

**Chafee Training Update FFY 2021**: DCFS continued educating providers and youth regarding the availability and changes in service array for young adults by providing trainings to each DCFS region, ILS providers and Youth Advisory Boards throughout the state by June 30, 2021.

The Department contracted with three agencies to provide independent living services to youth ages 14-23; this is an increase from age 21 to 23. These agencies serviced the entire state of Louisiana. Services included independent living skills, youth engagement programs, monthly case management, Love 146 and peer support. Independent Living Providers were responsible for doing all NYTD follow up surveys. All youth were referred to an Independent Living Provider at the age of 14 and that provider continued to provide services until the youth's case is closed. Young adults who age out of foster care or extended foster care can receive services from the provider until the age of 23. These youth are informed of this resource at case closure. The Department has one WAE who is responsible for ensuring that NYTD completed timely and accurately within each reporting period and one staff member, that provides quality assurance prior to submission for approval. DCFS coordinated with OJJ to ensure the list of NYTD surveys was completed. The Department

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and HANO signed an MOU to begin the FYI program in Orleans. There are currently nine young adults referred to the FYI program. The Department worked with HUD to grant 25 vouchers to EFC young adults who meet eligibility requirements.

**Chafee Training Activities Planned for FFY 2022:** DCFS will continue educating providers and youth regarding the availability and changes in service array for young adults by providing training to each DCFS region, ILS providers and Youth Advisory Boards throughout the state. The Independent Living (IL) providers will include a financial literacy curriculum for 14-17 year olds this summer (2021). A new Independent Living Curriculum (Life Skills Reimagined) was purchased that IL providers will begin to use in July 2021. The Department and IL providers will be assisting young adults with transportation (this is a piece of the Division X Funds). This assistance will include payment for car insurance, driver's education, driver's license, ride shares, purchase of vehicles, maintenance, and other needed services.

DCFS will roll out the use of the Peer Support curriculum during the next fiscal year. This will include continued training plans for the curriculum and ongoing plans for additional uses of the curriculum. DCFS plans to implement a Youth Ambassador position to work through a contractor and work in partnership with DCFS State Office Transitioning Youth staff, Peer Support staff, and the State Youth Board, including legislative activities. This Youth Ambassador will continue coaching for peer support staff. DCFS will be working to ensure the appropriate training regarding coaching is obtained for this individual. The Youth Ambassador will be a young adult who aged out of foster care in Louisiana. DCFS will continue to search for a new IL curriculum to replace the one currently being used. A new RFP will be started to plan for a new contract process for IL contracts. Continued support and growth of the State Youth Board and regional Youth Engagement Programs will continue.

**Chafee Training Update for FFY 2022:** The DCFS continued to provide training to IL providers, DCFS regions, and advisory boards to update on changes to service array as it affects the young adults. The DCFS continued to provide training and transitional services for youth in preparation of adulthood while creating a safe and affirming environment where all young people can thrive, no matter their sexual orientation or gender-identity expression and ensuring all of our services are affirming of LGBTQI+ youth and young adults. The DCFS youth also have support available on Youth Links located on the DCFS website. This is a fast, easy way to assess any resources or supports available to youth and young adults within DCFS and beyond.

The DCFS continued to provide assist to the young adults for transportation needs, such as payments for care insurance, driver's education, driver's licenses, ride shares, purchasing vehicles, maintenance, and other needs. Youth in EFC and 17 year olds exiting FC received a cash stipend before the end of September 2021. Youth who were eligible to receive services through the Independent Living Programs (18-23) were able to receive additional crisis services and funds that included, housing, education, transportation, etc. The funds were up to \$2500 per youth. These services are to be discontinued once the funds were expended or by September 30, 2023. As of July 29, 2022, all funds had been expended. Thirty-one young adults in EFC received funding for transportation. These funds were used either buy vehicles, pay for drivers education, insurance, bus tokens or ride shares, vehicle maintenance, etc. A total of 141 youth received specialized educational services that included financial literacy. Fifty-six young adults not involved in EFC

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received crisis funds up to \$2000. Crisis funds were used to assist with rent. 228 young adults received one time stipend up to \$4000. 14-17 year olds received a onetime stipend to go towards housing upon exit in the amount of \$2500.

The DCFS streamlined a new IL curriculum statewide to replace the one previously used. The new curriculum allows program continuity for the youth in spite of their location. This curriculum is self-paced with completion in one year. The young person is provided resources and there are intervention used by the specialist depending on the need of the client. The department has the youth link on the website that provides resources to health, mental health and wellbeing. Youth age 14-21 have the opportunity to participate in our Life Skills Re-imagined. This curriculum includes topics on emotional trauma, smart romantic relationships (love and sex), and building healthy relationships. Participants are also offered Love 146. Upon exit from foster care, youth receive an exit packet that includes health and mental health resources as well as their medical and mental health history. This website is also still available to them to help meet any needs they may have including safety, relationships, health and well-being, housing, finance, education and job skill tools. DCFS's communications also issued information to the public on funds available to youth who had exited foster care and how to receive those funds/services. Each contracted Independent Living Provider did their own media alert as well. They also reached out to all current and former youth who had participated in their program.

The Department has a Youth Link on the website that outlines criteria for ETV funds. Ongoing education is also provided to staff. The ILP contract agencies provide information on ETV and DCFS contracts with the Department of Education, Board of Regents to work with higher education institutions to make sure they are aware of ETV and how to help students access those funds. All funds are issued directly to Board of Regents to issue to the institutions directly. Seventy-two eligible students received \$9,000 for the 2021-2022 academic school year.

The DCFS did not roll out the peer support curriculum during the last fiscal year due to budget. A new Request for Proposal was not issued. The DCFS was successful in hiring a youth ambassador to provide peer support to the young adults. The DCFS continued to ensure medical needs are met for youth and young adults through the state's Medicaid program.

The DCFS will continue to provide education on the availability of services to our providers, youth, DCFS employees, and community partners. The DCFS is currently contracting with Independent Living providers to provide Independent Living Services to young adults using the LYFT Curriculum, and provide case management services to youth up to age 23. The Youth Ambassador will continue to provide coaching for peer support staff. The DCFS is working with IL providers to provide incentives to program completion. The DCFS will continue to assist the young adults with transportation by assisting with payments for care insurance, driver's education, driver's licenses, ride shares, purchasing vehicles, maintenance, and other needs. The DCFS will continue updating available resources and support on the Youth Links Website for all youth. The DCFS will continue to use The Trevor Project and youth-specific foster homes to meet the specific needs our LGBTQI+ youth. The DCFS will also continue to explore new community organizations and supports in all areas of the state for our LGBTQI+ youth. The DCFS will explore options with the media campaigns/community education department to provide youth and young adults with the most up-to-date information and resources as they leave the foster care program. This will

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include sharing information about the upcoming changes to Medicaid eligibility for former foster youth who may move from Louisiana to another state beginning on January 1, 2023 with needed documentation, websites, contact information or other resources to facilitate enrollment. The DCFS will also continue collaboration with LDH to ensure a smooth transition for these youth.

**Chafee Training Update for FFY 2023:** The DCFS provided services through the Chafee program by providing transitional services and Independent Living Skills (ILS) to prepare youth for transition into adulthood. The DCFS provided independent living skills training and instructions to youth in their home and classroom training to improve life skills for children ages 14 through 21, through contracts with CFCIP provider agencies. Youth Engagement Programs were provided in each Region in addition to social skill building for ages 14 through 21. Case management services for youth not in EFC are currently offered to youth ages 18 through 23. The DCFS continued to offer services to youth by assigning Permanency Consultants and Specialized Youth Workers (SYW) to youth that focused on case consultation, on-site coaching and training to assist caseworkers and supervisors in working with youth towards permanency prior to exiting foster care. The DCFS expanded work with the LEAF Youth Advisory Board to help restructure and plan initiatives throughout the year. During the past year, the LEAF Board addressed issues such as Placement Stability and assisted with the implementation of the Court Preparation Form that is used to help youth in foster care share their wishes, needs, and concerns with their attorney and their judge.

The Division X Supplemental Funds from the Supporting Foster Youth and Families through the Pandemic Act were used to assist all current and former foster youth from age 14 through 27 years old with additional supports and service through the Independent Living Providers from January 1, 2021, through September 30, 2022. All funds were expended as of July 29, 2022. The support and services provided to youth and young adults included additional funds to youth receiving Educational Training Vouchers (ETV), young adults needing assistance with transportation, and young adults needing assistance with rental and personal items. Youth and young adults in Foster Care and Extended Foster Care were provided cell phones to assist with maintaining connections and transitioning toward independence and normalcy and a stipend to assist with transitioning into independent living housing. There were no barriers or challenges reported to spending these funds.

Through the Extended Foster Care program, the DCFS was able to assist 214 young adults totaling in \$608,648.03 in the first year and for the second round the DCFS assisted 228 young adults totaling in \$237,000, with stipends to assist with transitioning to independent housing. These funds were provided to youth age 17, through 23 years old.

With these funds, IL providers were able to assist 24 young adults with transportation expenses totaling up to \$4000.00 each. Funds were used to assist young adults age 18, through 27 years old with transportation cost related to obtaining or renewing driver's licenses, vehicle insurance, vehicle maintenance or repairs, driver's education classes, testing fees, practice lessons, practice hours, license fees, roadside assistance, deductible assistance, purchasing an automobile, and other transportation services as needed.

With these emergency funds, the DCFS was able to increase the yearly amount of assistance for rental, utilities, groceries, clothing, uniforms, personal supplies, and technology for education to

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young adults age 18, through 23, from \$500 per year to \$2000.00 per year through September 30, 2022. These services included case management and was provided to 34 young adults throughout Louisiana.

Division X Supplemental Funds were also used to assist youth currently in Foster Care. The funds allowed DCFS and the IL Provider to offer a financial literacy program to youth age 14, through 21. Upon completion of the program youth received \$500 and the caregiver received \$500 once the caregiver assisted the youth in opening a savings account. There was a total of 87 youth that received a total of 43,500.00. Thirty-five caregivers assisted youth in opening savings accounts and were provided a total of \$17,500.00 in incentives.

Louisiana DCFS met with the state's Medicaid office in 2022 and early 2023 to coordinate the implementation of the new requirements of offering Medicaid to eligible young adults formerly in foster care who are at least age 18, but under age 26 and move to a new state after January 1, 2023. When these young adults moved to another state they will need to apply for medical services in the other states. That state's Medicaid representative is able to contact the ETV coordinator assigned to their state to obtain a verification letter. Louisiana DCFS is able to verify foster care status through the foster care program and State Independent Living and Education and Training Voucher (ETV) Coordinators. If the individual needs assistance in obtaining the required verification the agency is to contact the ETV Coordinator assigned to the individual's state. The list of coordinators can be found on the Child Welfare Information Gateway website at [https://www.childwelfare.gov/organizations/?CWIGFunctionsaction=rols:main.dspList&rolType=Custom&RS\\_ID=145#contentTop](https://www.childwelfare.gov/organizations/?CWIGFunctionsaction=rols:main.dspList&rolType=Custom&RS_ID=145#contentTop). If the individual was in Foster Care in Louisiana, Louisiana DCFS will electronically update the system with the updated foster care status. If the information has not been electronically updated in the system a request for information will be sent to the individual to provide verification. The DCFS explored the ability to send out RAVE alerts to eligible young adults formerly in foster care and on the Facebook and Instagram page of the LEAF board but these options underutilized at this time. However, there is some Medicaid information available to all DCFS youth which can easily be found on the DCFS Youth Link page found at <http://www.dcfslouisiana.gov/page/youthlink>.

Louisiana DCFS also has Interstate Compact on Adoption and Medical Assistance (ICAMA) in place for any child who receives an adoption subsidy which includes Medicaid. If the child moves out of state to another state, they can also continue to be eligible for Medicaid coverage in that new state. If needed, forms will be sent to Louisiana and sent through the ICAMA system to verify and notify the new state.

Collaboration with Tribes: The DCFS continued to provide tribes with information regarding Chafee services and ETV funds available for foster youth and former foster youth. The State Office Foster Care Consultant and Transitioning Youth Consultant for the DCFS met with tribes in person and by phone at least quarterly. To date, none of our federally recognized tribes have requested any Chafee or ETV services for their youth.

Cooperation in National Evaluations: The DCFS continued to work with the CCWIS team to ensure capability to provide relevant data elements from NYTD that incorporates data that includes the services received and other sources of information that addresses how services vary by region

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into the upcoming CCWIS. All work on the previous CCWIS program project ended in November 2022. This work will resume once a new system is developed.

The DCFS is working closely with consultants through ICF International Management Consulting Group on ways to improve outcomes for youth transitioning from foster care. The current focus included ways to engage youth, caregivers, and workers to ensure youth receive the skills needed to live independently. The DCFS has been developing focus groups to identify concerns and needs for youth currently participating in IL programs.

**Chafee Training Activities Planned for FFY 2024:** The DCFS will ensure education and training is available to all youth, the DCFS staff, and Community Partners related to services available to youth transitioning from foster care. The DCFS will continue to partner with Independent Living providers to provide Independent Living Services to young adults using the LYFT Curriculum. The DCFS will continue to work with IL providers to provide incentives for program completion and engagement activities to youth in foster care and their caregivers. Through the IL providers the DCFS will continue to assist young adults with transportation by assisting with payments for car insurance, driver's education, driver's licenses, ride shares, purchasing vehicles, maintenance, and other needs. The DCFS will continue updating available resources and support on the Youth Links Website for all youth with the assistance of the LEAF Advocacy Board. The DCFS will continue to explore options with the media campaigns/community education department to provide youth and young adults with the most up-to-date information and resources as they leave the foster care program including information on the changes to Medicaid eligibility for former foster youth who may move from Louisiana to another state. The DCFS will continue to use The Trevor Project and youth-specific foster homes to meet the specific needs our LGBTQIA+ youth. The DCFS will also continue to explore resources and supports in all areas of the state for our LGBTQIA+ youth. The Youth Ambassador will continue to provide coaching for peer support staff and serve as the liaison between the DCFS and the LEAF Advisory Board. The DCFS will continue to include persons with lived experience to help guide policy and practice to ensure youth transitioning from foster care receive the resources and services needed to transition successfully. The DCFS will continue to support youth as they transition by working with the Louisiana Department of Health (LDH) and the Louisiana Department of Education (LDOE) to ensure their health, mental health and educational needs are met. The DCFS will continue to administer and support higher education for youth through ETV funds and support. The DCFS will continue to meet with tribes and provide information on services and resources, as needed, to ensure youth associated with a tribe also have a positive transition from foster care. Once the new CCWIS system is developed, the DCFS will work with the CCWIS Project Team and Office of Juvenile Justice (OJJ) to ensure NYTD data elements are incorporated into the CCWIS system.

- A. **EDUCATIONAL AND TRAINING VOUCHERS (STATISTICAL & SUPPORTING INFORMATION):** The ETV program, the methods the state uses to operate the program efficiently, and the methodology for assessing the use of these benefits is embedded within the John H. Chafee Foster Care Program information above.

The chart below reflects the continuing and new ETVs issued by year according to the state's school year, which runs from August through July each year.

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<b>Continuing and New ETVs by School Year</b>		
<b>School Year</b>	<b>Total Vouchers</b>	<b>New Vouchers (First Time)</b>
School Year 2018 (Baseline) ) (July 1, 2018 - June 30, 2019)	97	29
School Year 2019 (July 1, 2019 - June 30, 2020)	92	35
School Year 2020 (July 1, 2020 - June 30, 2021)	95	22
School Year 2021 (July 1, 2021 - June 30, 2022)	73	36
School Year 2022 (July 1, 2022 - June 30, 2023)	69	35
School Year 2023 (July 1, 2023 - June 30, 2024)		

The DCFS provided ongoing support to all youth to help engage and/or re-engage those students whose post-secondary education was disrupted by the COVID-19 pandemic and national public health emergency.

- B. **CONSULTATION WITH TRIBES:** The involvement of the federally recognized tribes in accessing CFCIP and ETV services is described throughout the John H. Chafee Foster Care Program section of this plan.

**SECTION 7 – UPDATES ON TARGETED PLANS WITHIN THE 2020 – 2024 CFSP:**

- A. **FOSTER AND ADOPTIVE PARENT DILIGENT RECRUITMENT PLAN:** As per Section 422(b)(7) of the Social Security Act, the state provides for the diligent recruitment of foster/adoptive families meeting the needs of the infants, children, youth served by the child welfare agency. The following information describes the state’s plans for the 2020-2024 Child and Family Services Plan (CFSP).

**Characteristics of children for whom foster and adoptive homes are needed:** Children who enter the Louisiana foster care program are from diverse racial and ethnic backgrounds. Many of these children have various medical, emotional, behavioral, developmental and/or psychiatric needs. Other characteristics include adolescents, older youth and sibling groups. The Department’s goal is to have a sufficient number of foster/adoptive parents to meet and/or match the various placement needs. On May 3, 2021, there were 1,271 (African-American); 1,823 (Caucasian); and 270 (Other) children in foster care, which equates to 37.8% being African-American; 54.2% being Caucasian; and 8% other. (This is information was obtained from Web Focus.)

The regional Home Development program staff is responsible for preparing an annual recruitment/retention plan tailored to address the region specific temporary and/or permanent placement needs. A copy of the plan is made available to the state office level Home Development program for monitoring purposes.

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The demographic data shows the following racial makeup of 933 single parent families for FFY 2020:

- 400 Caucasians (383 females and 17 males)
- 530 African-Americans (520 females and 10 males)
- 2 American Indian/Alaska Native (2 females and 0 male)
- 1 Asian/Pacific Islander (1 females and 0 males)

Of the 933 single parent families, 910 were not Hispanic; 9 were Hispanic; and 14 were Unknown. The remaining 2,045 were two-parent families; the demographic data indicates the following racial makeup:

- Caucasians – 1,624 (Parent 1) and 1,594 (Parent 2)
- African-Americans – 410 (Parent 1) and 430 (Parent 2)
- American Indian/Alaska Native – 5 (Parent 1) and 5 (Parent 2)
- Asian – 4 (Parent 1) and 7 (Parent 2)
- Native Hawaiian/Other Pacific Islander – 2 (Parent 1) and 7 (Parent 2)
- Unknown – 0 (Parent 1) and 2 (Parent 2)

Of the 2,045 dual parent families – 1,981 (Parent 1) and 1,985 (Parent 2) were not Hispanic; 35 (Parent 1) and 32 (Parent 2) were Hispanic; and 29 (Parent 1) and 28 (Parent 2) were Unknown.

**Specific strategies to reach out to all parts of the community:** The DCFS continuously, seeks out community partners and/or resources to assist with meeting the temporary and/or permanent placement needs of children in the foster care program. During the previous five years, the Department experienced tremendous strides (as result of the designated regional recruiters), as well as some minor delays (resulting from the dissolving of the regional recruiter positions). Moving forward, the Department began to expand its utilization of community partners and stakeholders in the recruitment, certification and retention process. The partners include the cooperative agreement with the Louisiana Baptist Children’s Home, the Court Improvement Project and Wendy’s Wonderful Kids (WWK).

DCFS has continued to support implementation of the Quality Parenting Initiative focusing on providing quality care for children in foster care through improving relationships between foster parents, birth parents, and staff and engaging all for improved outcomes for children and families.

In order to provide updated information and current best practice strategies, 51 DCFS staff and foster parents participated in the QPI National Virtual Conference in May 2020. Additionally, 1365 staff, foster parents and birth parents participated in the 10 best practice webinars offered during this quarter focusing on establishing and building relationships with foster parents and birthparents.

To support ongoing practice improvement within each region, work plans were developed within each region to identify strategies and plans to support continuous quality improvement with the Quality Parenting Initiative. These regional planning meetings were

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led by National QPI to develop region-specific work plans to further focus on Initial calls and Ice Breakers.

Additionally, DCFS enlisted the assistance of the Youth Law Center (YLC) to develop online transitions training that had previously been a 6-hour in-person training. The online training has been consolidated into two 3-hour online trainings. This web-based training began in January 2021 and will be scheduled throughout the year.

Throughout the year, regional leadership participated in monthly QPI implementation calls/zoom meetings. These monthly meetings review practice compliance, data review, share successful practice strategies, and address questions regarding implementing quality parenting practices.

In collaboration with the Child Welfare Training Academy at Southeastern LA University, Tulane University Psychiatry department developed a training curriculum on Planful Transitions for children in care. The initial trainings began in May and continued throughout 2020 to ensure front line staff understand the impact on moves for children and of the essential components and strategies for successful transitions related to children and families in care. The training was provided to foster caregivers throughout the state. DCFS utilized a train the trainer model in order to support sustainability of this training.

DCFS will continue focus on improving skills relative to the utilization of Initial Comfort Calls, Icebreaker Meetings, and Transition Planning practices. Transition Planning Training began in January 2021 and will continue being provided to all staff. Regional planning meetings and trainings will be held at least twice in 2021 and 2022 to further skill development and engagement of families, caregivers and community stakeholders and partners. Finally, a statewide meeting is planned for mid-2022 in order to provide staff, caregivers, parents, and community partners and stakeholders the opportunities to share experiences and collaborate on continuous quality parenting implementation strategies.

**Strategies for recruitment of foster/adoptive parents may vary from region to region. From an overall, statewide perspective, DCFS plans to utilize the following strategies to reach out to all parts of the community:**

1. General recruitment focusing on bringing about an awareness of the need for foster/adoptive families;
2. Targeted recruitment focusing on the specific needs of the children and youth in care, with demographic data (e.g., characteristics of children in care and characteristics of certified families); and
3. Child specific recruitment focusing on seeking adoptive resources for a child and/or a sibling group who are without an identified adoptive resource.

**Recruitment of Foster/Adoptive Parents Update FFY 2021:** This past year there has been no in-person recruitment due to COVID-19; however, DCFS continued to focus on the three strategies listed above through social media messaging. DCFS worked with Louisiana Fosters, a campaign established by Louisiana's First Lady, to host a virtual Summit August 21, 2020. The Summit focused on faith-based recruitment and what

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churches and organizations could do to recruit and support foster caregivers. The Summit had over 90 persons in attendance representing faith-based organizations throughout the state. Staff continue to prioritize recruitment and certification efforts for older youth and special needs children; these priorities therefore reduced the numbers of certifications for younger children. In addition, Methodist Children's Home assisted with child-specific certifications.

**Recruitment of Foster/Adoptive Parents Activities Planned for FFY 2022:** DCFS will continue to focus on the three strategies listed above. DCFS is working with the DCFS Communications Department to develop a virtual recruitment campaign to be launched in May 2021.

**Recruitment of Foster/Adoptive Parents Update FFY 2022:** The DCFS continued to focus on the need for foster and adoptive families to meet the specific needs of children in foster care. The DCFS collaborated with faith based organizations, utilized current foster parents, social media platforms, and collaboration with stakeholders to recruit families interested in fostering and adoption. Louisiana Baptist Children's Homes hosted monthly orientations in the Monroe, Shreveport, and Alexandria regions to assist with the recruitment of foster parents. Louisiana Fosters maintains a website with current information regarding foster parent support and recruitment needs.

Louisiana DCFS diligently seeks relatives and fictive kin to provide homes for children entering foster care and beyond. Relative/fictive kin certifications are given priority. Additionally, the DCFS has a contract with a private child-placing agency to assist with relative/fictive kin certifications in efforts of expediting those certifications with children already placed in the homes. These home studies are completed in a 60-day as opposed to 90-day timeframes. These families remain as certified families through the Department but the private child-placing agency offers 90 days of support services after certification and then check-ins with the families at 6 months and one year.

The DCFS has also hired a recruiter consultant in the state office Home Development Unit tasked with developing an extensive statewide recruitment campaign. This consultant will seek to develop contracts with individual recruiter so that each region will have a recruiter to recruit homes specific to the region's placement needs.

**Recruitment of Foster/Adoptive Parents Activities Planned for FFY 2023:** The DCFS will continue collaborating with Louisiana Fosters for support and recruitment needs. Louisiana home development will continue to work with the Regional home development units in efforts to improve recruitment throughout the state. State office home development is working with the regions to develop new recruitment methods and will launch a new media campaign in May 2022. The DCFS will work with Louisiana Heart Gallery to recruit adoptive homes for specific children.

**Recruitment of Foster/Adoptive Parents Update FFY 2023:** The DCFS continued to collaborate with Louisiana Fosters for support and recruitment needs. State Office HD continued to work with the Regional HD units in efforts to improve recruitment throughout

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the state. The DCFS recruitment consultant worked with the regions to develop new strategies for targeted recruitment. The Louisiana Heart Gallery continued to recruit adoptive homes for specific children. Regional HD units worked to certify prospective foster/adoptive families referred through the Louisiana Heart Gallery.

**Recruitment of Foster/Adoptive Parents Activities Planned for FFY 2024:** The DCFS will continue collaborating with Louisiana Fosters for support and recruitment needs. State Office HD will continue to work with the Regional HD units in efforts to improve recruitment throughout the state. State Office HD will continue to evaluate regional recruitment plans on a quarterly basis and make suggestions for changes, as needed. Families who are interested in adopting children featured on the Louisiana Heart Gallery will be referred to the Regional HD units for certification.

**B. HEALTH CARE OVERSIGHT AND COORDINATION PLAN:** Practitioners and providers who opt into the provider networks of managed care organizations (MCOs) provide health care services for children in foster care. The Health Care Services plan is operational as a Memorandum of Understanding (MOU) between the DCFS, LDH and OJJ.

**C. DISASTER PLAN: (See Appendix D and E)**

**• Specify whether the state was affected by a natural disaster since submission of the 2021 APSR, and, if so, describe how the Disaster Plan was used and assess its effectiveness.**

Below are the events that DCFS-EP responded to in 2020. The Winter Storm in February 2021 and the Heavy Rainfall (flooding event) in May 2021 were local events and did not have any activation of DCFS staff to support, with the exception of DSNAP for the winter storm. DSNAP is currently pending request and approval by ES for the flooding event.

- Continue Coronavirus Response (2021 – all year)
- Tropical Storm Claudette (June 16-18, 2021)
- Hurricanes Ida (August 2021)
- Tropical Storm Nicholas (Sep 2021)
- Winter Weather (January 20-22, 2022)
- Severe Weather (February 3-4, 2022)
- Severe Weather (February 17, 2022)
- Severe Weather (March 17-18, 2022)
- Severe Weather (March 21-22, 2022)
- Severe Weather (March 29-30, 2022)
- Severe Weather (April 5, 2022)
- Severe Weather (April 12-13, 2022)

Peak sheltering for Hurricane Ida was 3,427 sheltered on September 3, 2021. This included all sheltering in the State of Louisiana.

Louisiana's Unified Shelter Plan designates DCFS and Louisiana Workforce Commission (LWC) as lead agencies to support Critical Transportation Needs (CTNS), Medical Special Needs (MSNS) clients and Unaccompanied Minor shelters. General Population sheltering is

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under the control of the Louisiana Shelter Task Force. During a pandemic, the plan is to utilize congregate with increased square footage for evacuees and non-congregate shelters where possible. Space requirements under a pandemic greatly reduces the state's congregate shelter capacity.

Statewide COVID-19 planning began on February 28, 2020. COVID remained a threat to the State throughout 2021 and still into 2022. This was due to the different variants, Delta and Omicron causing spikes in cases. COVID-19 response for ESF-6 included maintaining and supporting two remaining Isolation Sites. These efforts prepared Louisiana to have capacity to isolate citizens that did not have the ability to isolate themselves.

Hurricane response planning for sheltering changed with COVID-19. Due to COVID numbers, and recommendation from ESF-6 and its partners, Governor and State Health Officer's guidance changed from utilizing Non-Congregate Sheltering (NCS) in 2021 to the most extent possible to going back to using congregate sheltering with correct spacing. This was done to allow enough space for the projected number of evacuees that were expected and to reduce the amount of resources needed. Congregate sheltering successfully conducted for Hurricane Ida during the initial phase of sheltering and then converted to FEMA Transitional Shelter Assistance (TSA) program. Individuals who met eligible criteria for the TSA program relocated to hotels within TSA participating hotels in Louisiana and other designated states.

The Louisiana Unified Shelter Plan (USP) is a state document, which outlines the planning considerations surrounding the sheltering of all citizens in the State of Louisiana. LA USP can be found on Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) website or the link below:

[https://gohsep.la.gov/Portals/0/Documents/Prepare/Planning/2020\\_06\\_05\\_Louisiana\\_Unified\\_Shelter\\_Plan\\_Updated.pdf?ver=2020-08-14-092946-323](https://gohsep.la.gov/Portals/0/Documents/Prepare/Planning/2020_06_05_Louisiana_Unified_Shelter_Plan_Updated.pdf?ver=2020-08-14-092946-323)

**• Describe whether and how the Disaster Plan has been used during the COVID-19 pandemic and national public health emergency.**

As a supplement to the State's Annual Progress and Services Report, we provided an additional COVID specific response plan and referenced it in our regular disaster plan. Please reference that plan in SECTION 8. COVID – 19 PANDEMIC STATE RESPONSE of the 2021 APSR and any adjustments to that plan in SECTION 8. COVID – 19 PANDEMIC STATE RESPONSE of this report.

**• Indicate in the 2022 APSR if there are any changes or additions needed to the plan, including any needed updates to maintain contact with families and ensure uninterrupted essential agency operations during a public health emergency.**

State Offices were either closed or reduced occupancy as indicated in the above referenced Proclamations. Revisions made to case contact and visitation requirements to require and/or encourage virtual contact/visits instead of in-person visits. Purchase of PPE's for staff use when conducting required in-person contacts. Issuing screening protocols for staff when making required in-person contacts. Implementation of Practice Support Teams to provide staff

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guidance when encountering families who did not pass the COVID-19 screening protocol. Implementation of screening protocols and temperature taking in DCFS offices.

Information on the change or update to the Disaster Plan is located in Attachment D and E.

**Disaster Relief Act Funds and Accomplishments Update:**

To address the needs of children and families in the three identified parishes affected by disasters under the Disaster Relief Act Fund Grant and promote Louisiana’s flexibility in the development and expansion of a coordinated child and family services program that utilizes community-based agencies, the following has been accomplished through the My Community Cares (MCC) Initiative:

- The MCC Initiative has been implemented in the following affected areas: East Baton Rouge Parish (Baton Rouge Region), Livingston Parish (Covington Region), and Rapides Parish (Alexandria Region).
- A MCC Parish Coordinator has been identified in each of the three parishes to: serve as a community resource and engagement liaison to the courts, DCFS, Family in Need of Services (FINS), Family Resource Centers (FRCs), service providers, and other legal and child welfare stakeholders to help them link children and families to community-based resources in the three pilot parishes; act as an MCC point-of-contact for communication regarding MCC on the neighborhood, parish, and state levels; and lead Parish and Neighborhood Teams in discussing the social determinants of abuse and neglect, gaps in services, unmet needs in the parish and priority neighborhoods, and what children and families in them need to be safe, stable, and self-sufficient; identifying persons and/or entities families trust in and/or go to in their parishes/neighborhood to provide information on services and supports; and, co-designing solutions with neighborhood residents, child welfare and legal stakeholders, and community partners and implementing strategies to overcome barriers, meet needs, and prevent child abuse and neglect and entry of children into foster care in the parishes/neighborhoods.
- Each of the three parishes have established an MCC Support Team who meet at least every other month to provide overall support to the MCC activities and teams. At a minimum, these teams consist of the MCC State Coordinator, My Community Cares Connection Portal Administrator, DCFS staff, a judge, and a few key child welfare and legal stakeholders.
- Each of the three parishes have established an MCC Anchor Team who meet at least every other month to enhance coordination, collaboration, and communication within the parish to identify and solve barriers and connect children and families to services and supports they need based on the parish's unique set of resources and opportunities. At a minimum, these teams consist of the MCC Support Team, community residents, parents and former foster youth with lived experience with DCFS, foster parents, child welfare and legal stakeholders, government officials, businesses, service providers, churches, schools, and nonprofits.
- Each of the three parishes host MCC parish-wide meetings quarterly to: share relevant child welfare, FINS, poverty, crime rates, and other important data about the priority zip codes; provide updates on the various MCC activities; conduct and continuously assess SWOT analyses to determine Strengths, Weaknesses, Opportunities, and Threats

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- related to connecting families to the services and supports they need to be safe, stable, and self-sufficient; learn about the various services and resources available in the parish; identify gaps and barriers to services and in current communication and referral processes that may be hindering families from accessing services; create strategies to improve service delivery and array and overcome barriers in priority neighborhoods as well as address the impact implicit biases, poverty biases, racial disparities, and disproportionalities have on service array and delivery; invite participants to be a part of the MCC Parish Anchor Team; discuss ways to build neighborhood teams; ask for attendees to sign up to be on a MCC Neighborhood Support Team in order to start building MCC Neighborhood Teams; discuss upcoming events, trainings, and partnership opportunities; and, develop a coordinated process for efficient communication and referrals between DCFS, legal stakeholders, CASA, service providers, and community partners to connect families with quality services including services linked to protective capacities, timely referrals, and effective supports.
- Each of the three parishes identified MCC Neighborhood Coordinators for each of the priority neighborhoods to lead, implement, and administrate the neighborhood level MCC key activities, lead their MCC Neighborhood Team, and serve as a community resource/services liaison to the courts, DCFS, FINS, FRC's, and community members to help them link families to community-based resources.
  - Each of the three parishes established MCC Neighborhood Teams to lead MCC key activities in that neighborhood, consisting of the MCC Neighborhood Coordinator and community members.
  - The following listening circles were hosted across all three of the parishes to assess barriers to services and supports they needed to prevent child welfare intervention: three for parents with lived experience with DCFS with 45 participants; three for foster parents with 40 participants; and three for former foster youth with 20 participants.
  - Twenty-five (25) community conversations were held with 945 plus community members from the priority zip codes across all three parishes to present data on child abuse and neglect in each community, find out who community members turn to and trust to get their needs met, discuss gaps in services, unmet needs, social determinants of abuse and neglect, and what children and families in their neighborhoods need to be safe, stable, and self-sufficient.
  - Five-hundred (500) plus MCC Parent and Caregiver Needs Assessments were conducted on parents/caregivers from priority zip codes across all three parishes to determine unmet needs, partner with service providers and community partners to meet the needs identified by the parent/caregiver, and utilize the data to inform strategies and action plans.
  - Participatory asset community maps and Strengths, Weaknesses, Opportunities, Threats (SWOT) analyses were conducted in each of the three parishes with MCC teams to inform strategies and action plans.
  - Two online management platforms have been established:
    - My Community Cares Connection Portal (MCCCP): MCCCP is an online platform that facilitates collaboration between MCC partners, DCFS, courts, FINS, FRCs, legal and child welfare stakeholders, and a cross-sector of service providers and community partners to coordinate care, share information, and connect children and families to the services and supports they need to be safe,

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stable, and self-sufficient. Once user's login, they have access to: (1) search the organizational directory to find service and supports for families (based on the information inputted by organizations who have completed the service array assessment); (2) communicate with one another and join teams with other users; (3) share calendars, forms, and information; and, (4) collaborate together to plan activities, meetings, events, etc. Organizations are asked to input their services, resources, and/or trainings they provide, including whether they are linked to one or more protective capacities, primary, secondary or tertiary prevention, and/or are evidence-based. Organizations are also asked for critical information, such as whether there is a waitlist, a cost, insurance is accepted/ Medicaid is required, an in-home option, transportation is provided, and a referral is required or not required, etc.

- Unite Us Louisiana: The Unite Us platform provides a shared case management, referral, and tracking system for all organizations utilizing the platform. Community members can also self-refer through the platform.
- The following provides a breakdown of the key MCC activities specific to each of the three parishes:
  - EBR Parish: Civil Rights collaboration meetings occur with key support team members to establish cohesiveness, address concerns, and educate on policy and procedures; Biases, disproportionalities, and/or disparities are discussed in an effort to elicit equitable outcomes; Adverse Childhood Experiences (ACEs) and Trust Based Relational Interventions (TBRI) trainings are made available for agency partners as well as community members; The Community Café structure, focused on building protective factors within families and communities, is being implemented as part of the Neighborhood Teams; Collaboration with DCFS's Prevention workgroups and subcommittees is occurring to implement prevention and intervention programs; MCC's partnership with the Louisiana Department of Education allows MCC Parish Coordinators to make referrals for children to get the social, emotional, behavioral care they need when Medicaid is not able to cover the service; Mentor programs are being made available to youth through the courts with MCC partners; MCC teams are continuing to host community conversations in priority zip codes and listening circles for parents with lived experience with DCFS, foster parents, and former foster youth and conduct parent/caregiver needs assessments in order to establish needs, address barriers, and connect families to services and supports; MCC teams are connecting families to resources, services, and supports as they are referred to MCC by DCFS, courts, FINS, FRCs, community members, and other MCC partners (i.e., finding housing, jobs, vehicles, household appliances, and meeting other needs); Strategies to utilize partnerships between DCFS, the FINS office, Parish Coordinators and MCC teams, and the school system are being implemented to connect families to the services and supports they need; Our Lady of the Lake Hospital medical mobile "Blue Bus" partners with MCC at events and regularly scheduled locations to provide services to children and families in priority neighborhoods because transportation and insurance are regular barriers. The

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- focus of MCC in EBR Parish is building strength and trust in the community by addressing needs that community members identify.
- Livingston Parish: Civil Rights collaboration meetings occur with key support team members to establish cohesiveness, address concerns, and educate on policy and procedures; Biases, disproportionalities, and/or disparities are discussed in an effort to elicit equitable outcomes; Adverse Childhood Experiences (ACEs) and Trust Based Relational Interventions (TBRI) trainings are made available for agency partners as well as community members; The Community Café structure, focused on building protective factors within families and communities, is being implemented as part of the Neighborhood Teams; Collaboration with DCFS's Prevention workgroups and subcommittees is occurring to implement prevention and intervention programs; MCC's partnership with the Louisiana Department of Education allows MCC Parish Coordinators to make referrals for children to get the social, emotional, behavioral care they need when Medicaid is not able to cover the service; Mentor programs are being made available to youth through the courts with MCC partners; MCC is continuing to host community conversations in priority zip codes and listening circles for parents with lived experience with DCFS, foster parents, and former foster youth and conduct parent/caregiver needs assessments in order to establish needs, address barriers, and connect families to services and supports; MCC teams are connecting families to resources, services, and supports as they are referred to MCC by DCFS, courts, FINS, FRCs, community members, and other MCC partners (i.e., finding housing, jobs, vehicles, household appliances, and meeting other needs); Strategies to utilize partnerships between DCFS, the FINS office, Parish Coordinators and MCC teams, and the school system are being implemented to connect families to the services and supports they need; A calming room is being implemented at the juvenile court; Our Lady of the Lake Hospital medical mobile "Blue Bus" partners with MCC at events and regularly scheduled locations to provide services to children and families in the community because transportation and insurance are regular barriers; MCC is working with MCC partners to provide a practical training for parents involved with DCFS, which includes a curriculum created by a local juvenile judge; Hosted a Christmas Celebration in one of the priority neighborhoods with 350 plus community members to connect families to resources in their community and conduct parent/caregivers needs assessments; Hosted a drive-thru Spring Fling in all three priority neighborhoods to provide families with basic supplies and information on services and supports in their area and conduct parent/caregivers needs assessments; Hosted a Popsicles in the Park in one of the priority neighborhoods to build relationships with community members and conduct parent/caregivers needs assessments. The focus of MCC in Livingston Parish is building partner participation and community member advocacy through events hosted by MCC.
  - Rapides Parish: Civil Rights collaboration meetings occur with key support team members to establish cohesiveness, address concerns, and educate on policy and procedures; Biases, disproportionalities, and/or disparities are

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discussed in an effort to elicit equitable outcomes; Adverse Childhood Experiences (ACEs) and Trust Based Relational Interventions (TBRI) trainings are made available for agency partners as well as community members; The Community Café structure, focused on building protective factors within families and communities, is being implemented as part of the Neighborhood Teams; Collaboration with DCFS's Prevention workgroups and subcommittees is occurring to implement prevention and intervention programs; MCC's partnership with the Louisiana Department of Education allows MCC Parish Coordinators to make referrals for children to get the social, emotional, behavioral care they need when Medicaid is not able to cover the service; Mentor programs are being made available to youth through the courts with MCC partners; MCC is continuing to host community conversations in priority zip codes and listening circles for parents with lived experience with DCFS, foster parents, and former foster youth and conduct parent/caregiver needs assessments in order to establish needs, address barriers, and connect families to services and supports; MCC is connecting families to resources, services, and supports as they are referred to MCC by DCFS, courts, FINS, FRCs, community members, and other MCC partners (i.e., finding housing, jobs, vehicles, household appliances, and meeting other needs); Strategies to utilize partnerships between DCFS, the FINS office, Parish Coordinators and MCC teams, and the school system are being implemented to connect families to the services and supports they need; The school system is implementing a multi-tiered system of support wherein students who require more attention and support are connected to a mentor program and parents are connected to MCC Neighborhood Teams/Cafés and other supports; The school system has expanded their Social, Emotional, Behavioral Health pilot program to add more clinics within the schools, and they are working with MCC partners to connect children to the outside services and supports they need; Hosted a crawfish boil fundraiser to raise funding to support families in need that are referred to MCC through parent/caregiver needs assessments, DCFS, or other MCC partners. The focus of MCC in Rapides Parish is on building sustainability of Neighborhood Teams and continuing to work with MCC partners to implement identified MCC strategies in the priority neighborhoods.

**Disaster Relief Act Funds and Accomplishments Update FFY 2022:**

- The MCC Initiative continued to convene MCC Neighborhood Teams, Parish Teams, Parish Wide Update Meetings in each MCC parish to determine community priorities and strategies based on data and community input and implement MCC activities.
- MCC Neighborhood Coordinators have been identified in EBR, Rapides, Livingston, and Caddo Parishes to lead their MCC Neighborhood Team, implement and administrate MCC activities and strategies as determined by team members, and serve as a community resource/services liaison to the courts, DCFS, Family in Need of Services, Family Resource Centers, and community members to help them link families to community-based resources.

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- Held quarterly MCC parish-wide meetings to share important data relevant to child welfare, FINS, poverty, crime rates, and other pertinent information about the priority zip codes.
- Provided updates on MCC activities.
- Conducted and assessed SWOT analyses to determine Strengths, Weaknesses, Opportunities, and Threats related to connecting families to the services and supports they need to be safe, stable, and self-sufficient;
- Identified gaps and barriers to services and in current communication and referral processes that may be hindering families from accessing services;
- Invited participants to be a part of the MCC Parish Anchor Team and discussed ways to build neighborhood teams;
- Convened the MCC State Level Workgroup representing multiple disciplines and systems to provide collaboration, communication, and support at the state level to strengthen the capacity of the work in the parishes and address statewide systemic challenges and gaps in services and supports.
- Secured funding and identified MCC lead agencies and Parish Directors for East Baton Rouge, Rapides, Caddo, Livingston, and Lafayette parishes through funding provided by DCFS, Casey Family Programs, and the Louisiana Children’s Trust Fund (CBCAP grantee).
- Continued to conduct listening circles, community conversations, and needs assessments in each MCC parish to learn about community strengths and challenges and meet community needs.
- MCC teams connected families to resources, services, and supports as they were referred to MCC by DCFS, courts, Family in Need of Services, Family Resource Centers, community members, and other MCC partners (i.e., finding housing, jobs, vehicles, household appliances, and meeting other needs).
- To support families during COVID-19 restrictions, MCC partnered with the Louisiana Department of Health, Crossroads NOLA, DCFS, courts, Family in Need of Services, and other MCC partners to host 196 virtual MCC support meetings with a total of 552 parents, caregivers, and youth participating. The MCC virtual support meetings included door prizes for parents/caregivers who participated, training and practical tips from Adverse Childhood Experiences (ACEs) and Trust Based Relational Intervention (TBRI) practitioners, opportunities to connect parents/caregivers to resources, supports, and services, and an invitation to parents/caregivers to join a Neighborhood Team/Community Café.
- Partnered with Crossroads NOLA in 4 parishes to provide a TBRI community collaborative focused training for DCFS, courts, Family in Need of Services, legal child welfare stakeholders, and community members, with a total of 293 participants. The training was designed to create a common understanding of trauma and its effects on children and families, introduce a framework for intervention using TBRI’s core principles, and support future collaboration and partnership by introducing a common language for trauma-informed care.
- In response to feedback received from listening circles, community conversations, and parent/caregiver needs assessments, MCC trained 35 community members to be Parenting/Community Café facilitators with the goal of establishing Parenting/Community Café’s in each MCC priority zip code. Cafés are physically and

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emotionally safe spaces where parents and caregivers talk about the challenges and victories of raising a family. Through individual deep self-reflection and peer-to-peer learning, participants explore their strengths, learn about the Protective Factors, and create strategies from their own wisdom and experiences to help strengthen their families. Cafés are structured discussions that use the principles of adult learning and family support. They are highly sustainable with training reinforcement, institutional support, and a commitment to an approach that engages and affirms parents as leaders. Participants leave Cafés feeling inspired, energized, and excited to put into practice what they’ve learned. The Parenting/Community Café structure, focused on building protective factors within families and communities, is being implemented as part of the MCC Neighborhood Team structure.

- Developed a coordinated process for efficient communication and referrals between DCFS, legal stakeholders, CASA, service providers, and community partners to connect families with quality services including services linked to protective capacities, timely referrals, and effective supports.
- Learned about available services and resources in each of the parishes.
- Partnered with Casey Family Programs to pilot a Parent Advocate in Rapides Parish who worked with elementary schools with the highest rates of children entering foster care to connect families to needed services and supports.
- Implemented strategies to address the impact implicit bias, poverty biases, racial disparity, and disproportionality has on service array and delivery in each community, which included:
  - Hosted the following community conversations: Race Equity Every Day, Mental Health Matters, and Perceptiveness on Homelessness.
  - Partnered with a local organization called FOAM to host monthly meetings that address racial disparities, implicit and poverty biases, and disproportionalities as well as provided information on parenting for single dads.
  - Partnered with Our Lady of the Lake (OLOL) Hospital to bring their OLOL Blue Bus to priority neighborhoods to address disproportionalities and lack of availability for mental, physical, dental, visual, and lack of transportation due to poverty and underlying unmet needs.
  - Created an Early Childhood Team to identify disproportionalities within child care licensing and payment processes.
  - Collaborated with the Livingston Parish School System to bring their STEM and Library bus to priority neighborhoods and offer services and learning tools.
  - Met with the Livingston Parish Council to discuss events that would directly address implicit and poverty biases and disproportionalities within communities found to have the most removals of children due to abuse and neglect.
  - Partnered with the Rapides Public School Board (RPSD) to pilot a program called “Social, Emotional, Behavioral Health.” This is a program designed to bridge service array gaps within vulnerable and at-risk families when children are exhibiting extreme behaviors with the goal and intent to connect families to the mental health services available to them through true wrap around services that will remain in place after the family is longer at risk and is in a more self-sufficient state.

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- Partnered with RPSB Better Together Initiative by bringing all partners together with a common goal to expand services and supports and reduce biases and disproportionalities.
- Hosted meetings between judges and child welfare and legal stakeholders and the Department of Health and Human Services, Office of Civil Rights (OCR), and U.S. Department of Justice, Civil Rights Division (CRD), to develop a strategic plan to fill gaps in services that raise civil rights issues and educate on the extent of civil rights violations in the context of child welfare. Strategies are focused on OCR and CRD providing technical support to judges and child welfare and legal stakeholders on a consistent basis, continuing to host strategy meetings and trainings with a focus on civil rights obligations of courts, judges, and attorneys in CINC cases, race equity and inclusion and civil rights, and civil rights implications as it relates to reasonable efforts.

**Disaster Relief Act Funds and Accomplishments Update FFY 2023:**

Below are the events that DCFS-EP responded to between May 2022 through April 2023. Responses during this period were local events, monitored by DCFS-EP, and did not have any activation of DCFS staff to support.

- Severe Weather (November 29-30, 2022)
- Severe Weather (December 13-14, 2022)
- Winter Weather (December 22-24, 2022)
- Heavy Rainfall (December 30, 2022)
- Severe Weather (January 2-3, 2023)
- Severe Weather (January 18, 2023)
- Severe Weather (January 24, 2023)
- Freezing Rain and Ice (January 31, 2023)
- Heavy Rainfall and Flooding (February 1-2, 2023)
- Severe Weather (February 8, 2023)
- Severe Weather (February 15-16, 2023)
- Severe Weather (March 1-3, 2023)
- Severe Weather (March 24-26, 2023)
- Severe Weather (April 4-8, 2023)
- Gulf Surface Low (April 12-14, 2023)
- Severe Weather (April 15-16, 2023)

Louisiana's Unified Shelter Plan designates DCFS and Louisiana Workforce Commission (LWC) as lead agencies to support Critical Transportation Needs (CTNS), Medical Special Needs (MSNS) clients and Unaccompanied Minor shelters. General Population sheltering is under the control of the Louisiana Shelter Task Force. During a pandemic, the plan is to utilize congregate with increased square footage for evacuees and non-congregate shelters where possible. Space requirements under a pandemic greatly reduces the state's congregate shelter capacity.

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DCFS-EP continues to work to increase the State's capacity in emergency congregate sheltering. We anticipate a significant increase in capacity for the 2024 Hurricane Season with projected new leases.

The Louisiana Unified Shelter Plan (USP) is a state document, which outlines the planning considerations surrounding the sheltering of all citizens in the State of Louisiana. LA USP can be found on Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) website or the link below:

[https://gohsep.la.gov/Portals/0/Documents/Prepare/Planning/2020\\_06\\_05\\_Louisiana\\_Unified\\_Shelter\\_Plan\\_Updated.pdf?ver=2020-08-14-092946-323](https://gohsep.la.gov/Portals/0/Documents/Prepare/Planning/2020_06_05_Louisiana_Unified_Shelter_Plan_Updated.pdf?ver=2020-08-14-092946-323)

- D. CORONAVIRUS AID, RELIEF, AND ECONOMIC SECURITY ACT (CARES ACT) (Title IV-B, Subpart 1):** DCFS received federal funding through the CARES Act to support children, youth and foster caregivers during this pandemic. These funds were available through September 30, 2021. It was highly encouraged that staff review available services and take advantage of these services.

Child Care Needs for Children in Foster Care: As Day Care Centers are available; staff are to utilize childcare for eligible children in accordance with agency policy. If childcare is not available through a licensed childcare center, or attendance at a childcare setting is not in the child's best interests, reimbursement for babysitting through a "supplemental board rate", as per CW Memorandum 20-009 COVID19 Services for Families and Children, is available. Reimbursement of up to \$25.00 per day for a maximum of three children per placement is available for children 12 and younger. Rationale for the supplemental board rate was documented within the case record. Also, see CW Memorandum 20-009 for additional information.

Preventive Assistance Fund (PAF)/ Reunification Assistance Fund (RAF) Crisis Assistance: Assistance was accessible and provided with rent, housing, utility assistance, food purchases as needed to support a child remaining home or to sustain stability of a family within the CPI, FS, FC, EFC, and SP programs for crisis assistance related to the COVID-19 pandemic.

Tutoring Services: Recognizing that virtual learning may have an impact on the educational progress of foster children, additional tutoring services are available. If a child is in need of tutoring services outside the normal school hours, the foster caregiver should first notify the case worker and the school of origin to see if services can be provided by the school free of charge. If the school does not provide the services or there is a cost, the case worker shall work collaboratively with the foster caregiver to secure appropriate educational services to ensure the child does not fall behind. When tutoring services are located, the agency will cover the cost of the services. High school or college students, age 16 or above who have an A or B grade average in the subjects for which tutoring is provided, may provide tutoring services.

Communication Devices: Funding was provided to the agency to ensure that communication devices such as cell phones and tablets were provided to parents, caregivers, foster caregivers, youth 14 years and older, and at least one to residential facilities. These devices have allowed the agency to continue serving families and youth in care during the pandemic. It is expected

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that consideration shall be given to all youth entering care, age 14 years and up, to receive a cell phone.

Transportation for School: In effort to ensure all COVID precautions are met, some schools are unable to provide transportation to all enrolled children. Caregivers were reimbursed for mileage to and from school when free transportation was not available. Additionally, if it has been determined that it is not in the child's best interest to utilize the provided transportation, a discussion shall be held with the child's case worker to determine if mileage can be reimbursed.

Personal Protective Equipment: Any personal protective equipment required by the school may be reimbursed to the caregiver, not to exceed \$25.00 per child. Examples of personal protective equipment include cloth facemasks, hand sanitizers, etc.

- E. TRAINING PLAN:** The Department of Children and Family Services (DCFS) supports staff development and provides training supporting the goals and objectives of the 2020-2024 Child and Family Services Plan (CFSP). The training and staff development plan addresses Title IV-B programs and Title IV-E requirements and other training needs, objectives, and initiatives reflecting the ever-changing nature of staff training and development. The training plan is based on providing legally required training as well as incorporating feedback and input from staff, university partners, foster parents, adoptive parents, and other stakeholders.

DCFS, in partnership with the Universities Alliance and the Pelican Center (PC), has established the Louisiana Child Welfare Training Academy (LCWTA). While the work in strengthening the LCWTA continues, the academy is working to provide comprehensive and consistent education and training to departmental staff, foster parents, and other key child welfare stakeholders including judges, attorneys, and Court Appointed Special Advocates (CASA).

This training plan is supported by the use of child welfare trainers, university partners and other stakeholders. The Department utilizes Titles IV-E and IV-B funding and Title XX, Social Services Block Grant (SSBG) funds for allowable training and administrative costs. The non-federal match includes state general funds provided by DCFS, the Universities Alliance and general fund supported costs of trainers and trainees provided by public agencies other than DCFS. Full implementation of this plan is contingent upon funding and resources.

The Department adopted various definitions and principles about training and professional development through new knowledge gathered from the trainings. These principles shaped the training needs analysis conducted. The following are key concepts from this model:

- **Training** prepares a person to do a specific job; the person leaves training able to begin to apply the knowledge and skills learned (ex. How to complete a safety assessment; How to write behaviorally specific case plans; and planning meaningful visits between parents and their children in foster care).
- **Education** is information presented from a broader perspective; it contributes to one's overall knowledge but is not expected to necessarily result in immediate application on

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the job (ex. Understanding the dynamics of domestic violence; Core concepts of child trauma; and the effects of commonly abused drugs).

- **Professional development** refers to on-the-job training (ex. coaching, mentoring, and various forms of supervision such as task supervision, reflective supervision, or supervision for licensure).

**Training, education, and professional development opportunities** should always be considered in the following instances:

- Someone is preparing for or is new to a job;
- There is a new policy, area of focus, or practice expectation (new law, initiative, etc.); and,
- There is a gap in performance determined to be a result of lack of knowledge or skill.

The decision to offer training, education, or professional development – or a combination of all three – should be carefully considered and based on the expected outcome. Training needs are continually assessed utilizing feedback and input from staff, university partners, biological parents, foster/adoptive parents, youth and other stakeholders. Evaluations are conducted following each training to provide direct feedback about the training experience and need for future training topics. The LCWTA Learning Management System provides the capacity to collect and report this data in a routine and systematic manner. Trainings contain assessments providing information on improvement in subject knowledge and comprehension and several provide information about improvement in key competency areas because of the training experience.

**Statewide Training:** Staff are offered various training opportunities throughout the year and the Department provides a competency-based CW curricula. Child Welfare New Worker Orientation curriculum revisions were implemented and further refined. All course curricula are reviewed and revised on an annual basis and as evaluative feedback suggests a need. Title IV-E Child Welfare Scholars/Interns are encouraged to attend child welfare new worker orientation trainings provided and the staff hired to work in the Social Services Sections of Louisiana’s four federally recognized tribes are invited to attend all child welfare trainings provided. Staff development and training opportunities have been provided to address the skills and knowledge needed to carry out child welfare duties. DCFS collaborates with the LCWTA, the Pelican Center, the University Alliance, Healthy Blue (a Medicaid managed care organization), Louisiana State Office of Behavioral Health, the Office of Public Health and several community organizations to collaboratively provide training opportunities for DCFS staff, federally recognized tribes and other partners. The automated registration for training and LCWTA learning management system was developed and implemented. The integrated system will be used for all child welfare trainings offered by LCWTA.

**Regional Training:** Social Work requirements, worker safety, supervisory training and other local training as determined by management and/or legal mandates, is supported by university partners, providers, other state departments and/or training staff. DCFS regional trainers provide the overall, agency-wide DCFS orientation training to all newly hired DCFS employees. The DCFS Regional Training Unit initiated the transfer of all Child

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Welfare program specific training responsibilities to the DCFS Child Welfare Training Unit and LCWTA.

The mandated reporter training content and curriculum has been updated to reflect current legislation, policy, and procedures and is now available to all mandated reporters and others through the LCWTA Learning Management System (LMS).

**Methods to Measure/Outcome Measures:** Trainees are required to complete pre and posttests, and an evaluation after every training session. Feedback received from this process is utilized to make revisions in the core curriculum and other training courses to better address specific or additional training needs.

The Louisiana Child Welfare Training Academy (LCWTA) along with DCFS, the Pelican Center for Children and Families, and the University Alliance began the initiative to provide continuous online education to Foster Parents, staff and stakeholders through the LCWTA LMS. The LCWTA began registering Foster Parents into the LCWTA LMS at the beginning of 2018 to offer increased opportunities to achieve certification and continuous education. Moreover, it offers convenience to those who have difficulty with childcare or have medically complex children to receive training without leaving the home. The LCWTA LMS offers learners the convenience of participating in interactive training sessions, taking pre and posttests, obtaining remediation feedback, and securing certificates of completion. Supplemental handouts are available to print out after completion of select training courses. Learners can access Child Welfare educational material through the LMS 24 hours a day, 7 days a week.

**Partnerships/Collaboration:** The Department has entered into an agreement with the Pelican Center for Children and Families, and Southeastern Louisiana University. The agreement is to develop and maintain a training and staff development program comprehensive and responsive to the needs of DCFS staff, foster parents, federally recognized Native American tribes and other key stakeholders.

The Department, in collaboration with the Louisiana Children's Justice Act Task Force, the Louisiana Court Improvement Program, the Pelican Center for Children and Families, the Louisiana Children's Trust Fund, the Louisiana Foster and Adoptive Parents Association and other stakeholders produce an annual interdisciplinary conference. The conference concentrates on key areas of CW practice involving the safety, permanency and well-being of children in or at risk of entering the foster care system.

Title IV-E funds are utilized for this three-day annual training conference called *Together We Can* (TWC). The TWC conference focuses on providing continuing education for departmental staff, judges, children's attorneys, parents' attorneys, Court Appointed Special Advocates (CASA), foster parents, social workers and other key professionals who benefit from the interdisciplinary training.

**Child Welfare Scholars Program (Formerly the Stipend Program):** Child Welfare Scholars are selected using the competency-based screening and selection process. Educational stipends are awarded to non-employee Scholars with the expectation they will

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work for DCFS in child welfare after graduation. Scholars receive their social work education from one of the Council on Social Work Education accredited BSW and/or MSW programs in the state. Students are required to take the required social work curriculum of each program in addition to the field internship with DCFS and specific child-welfare course offerings; all which must meet both the CSWE and Child Welfare competencies. Through research conducted by statewide University Alliance Staff, 435 scholars have received their social work education as scholars since January of 2010. Additionally, 207 DCFS staff who were not scholars (or stipend recipients) graduated from those same seven universities and have worked for the Department during that time. For that reason, and upon the recommendation of a Title IV-E consultant, the Alliance has refocused how it approaches its recruitment methods and the methodology of accounting for and reporting Certified Public Expenditures (CPEs) for the 2020-2023 Grant Cycle. This has included a greater focus on transparency and accurate accounting of the CPEs generated each semester and a focus on making targeted investments. The accounting of the courses taught as they relate to training can be found in Appendix B. Grambling State University created the first University Alliance Sponsored Certificate Program, developing a certificate in Advanced Supervision. This certificate program will be offered to scholars and DCFS supervisors for college credit. The first enrollment period for this will not take place until the fall 2021 semester.

**Child Welfare Scholars Program Update SFY 2021:** Child Welfare Scholars are selected using the competency-based screening and selection process. Educational stipends are awarded to non-employee Scholars with the expectation they will work for DCFS in child welfare after graduation. The chart below shows the number of students receiving stipends through State Public Universities. In SFY 2022, the Psychology program at Nicholls State University was added to the UA in order to assist DCFS with recruitment in the Thibodeaux Region.

Scholars receive their social work education from one of the Council on Social Work Education accredited BSW and/or MSW programs in the state. Scholars at Nicholls receive their Bachelor of Arts in Psychology. Students are required to take the required curriculum from each program in addition to the field internship with DCFS and specific child-welfare course offerings; all which must meet both the CSWE (social work programs only) and Child Welfare competencies (all programs). Through research conducted by statewide University Alliance Staff, 468 scholars have received their social work education as scholars since January of 2010. Additionally, 207 DCFS staff who were not scholars (or stipend recipients) graduated from those same seven universities and have worked for the Department during that time. For that reason, and upon the recommendation of a Title IV-E consultant, the Alliance has refocused how it approaches its recruitment methods and the methodology of accounting for and reporting Certified Public Expenditures (CPEs) for the 2020-2023 Grant Cycle. This has included a greater focus on transparency and accurate accounting of the CPEs generated each semester and a focus on making targeted investments. The accounting of the courses taught as they relate to training can be found in Appendix B. Grambling State University created the first University Alliance Sponsored Certificate Program, developing a certificate in Advanced Supervision. This certificate program will be offered to scholars and DCFS supervisors for college credit. The first enrollment period for this will begins in the fall of 2021.

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**Child Welfare Scholars Program Update SFY 2022:** The Child Welfare Scholar program conducted through the eight public universities that comprise the Louisiana Child Welfare Workforce Alliance, continued to select students using the competency-based screening and selection process. Educational stipends are still awarded to non-employee Scholars with the expectation they will work for the DCFS in child welfare after graduation. Historically, the child welfare scholar program in Louisiana was comprised of seven public universities with social work programs. However, in 2022 the Alliance initiated a pilot project to incorporate a public university without a social work program. This university is in an area of the state with a determined high level of workforce needs. In 2022, the Psychology program at Nicholls State University in the Southern region of the state joined the Alliance. Child Welfare Scholars now receive either their social work education from one of the state’s Council on Social Work Education accredited BSW and/or MSW programs, or a psychology program. Child Welfare Scholars at Nicholls receive their Bachelor of Arts in Psychology. Prior to extending the scholar program outside of social work, the curriculum and classes were compared and analyzed to ensure students were receiving the knowledge and skills required for work in the field. All child welfare scholars are required to complete the curriculum requirement from their prospective universities, which includes a field internship with the DCFS and specific child-welfare course offerings; all which must meet both the CSWE (social work programs only) and Child Welfare competencies (all programs).

The chart below shows the number of students who received stipends through State Public Universities from 2019 to 2023. The chart reflects the addition of Nicholls State University to the University Alliance and the expansion of the Alliances efforts to assist the DCFS with recruitment in the Thibodeaux Region. In 2022, 36 child welfare scholars graduated with their BSW/BA and 19 scholars graduated with their MSW degrees.

<b>Educational Stipends of Persons Preparing for Employment</b>					
<b>State (Public) University</b>	<b># of BSW / MSW Stipends SFY 2019</b>	<b># of BSW / MSW Stipends SFY 2020</b>	<b># of BSW / MSW Stipends SFY 2021</b>	<b># of BSW / MSW Stipends SFY 2022</b>	<b># of BSW / MSW Stipends SFY 2023</b>
Grambling State University (GSU)	2 BSW 2 MSW	4 BSW 2 MSW	2 BSW 4 MSW	4 BSW 4 MSW	1BSW 1MSW
Louisiana State University (LSU)	0 BSW 2 MSW	0 BSW 2 MSW	0 BSW 3 MSW	0 BSW 7 MSW	0 BSW 4 MSW
Northwestern State University (NSU)	4 BSW 0 MSW	5 BSW 0 MSW	3 BSW 0 MSW	5 BSW 0 MSW	5 BSW 0 MSW
Nicholls State University (Nicholls)	N/A	N/A	N/A	3 BA (Bachelor of Art in Psychology)	5 BA (Bachelor of Art in Psychology)

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<b>Educational Stipends of Persons Preparing for Employment</b>					
<b>State (Public) University</b>	<b># of BSW / MSW Stipends SFY 2019</b>	<b># of BSW / MSW Stipends SFY 2020</b>	<b># of BSW / MSW Stipends SFY 2021</b>	<b># of BSW / MSW Stipends SFY 2022</b>	<b># of BSW / MSW Stipends SFY 2023</b>
Southeastern Louisiana University (SLU)	5 BSW 0 MSW	3 BSW 0 MSW	10 BSW 0 MSW	10 BSW 0 MSW	11 BSW 0 MSW
Southern University Baton Rouge (SUBR)	5 BSW 0 MSW	5 BSW 0 MSW	8 BSW 0 MSW	7 BSW 0 MSW	4 BSW 0 MSW
Southern University at New Orleans (SUNO)	4 BSW 5 MSW	4 BSW 4 MSW	8 BSW 2 MSW	4 BSW 8 MSW	5 BSW 5 MSW
University of Louisiana at Monroe (ULM)	3 BSW 0 MSW	6 BSW 0 MSW	4 BSW 0 MSW	4 BSW 0 MSW	4 BSW 0 MSW
<b>Annual Total # BSW Stipends / Cost (\$6,500/\$7,500 each)</b>	24 BSW \$6,500 each \$149,000	27 BSW \$7,500 each \$202,500	35 BSW \$7,500 each \$262,500	36 BSW/BA \$7,500 each \$270,000	35 BSW/BA \$7,500 each \$262,500
<b>Annual Total # MSW Stipends / Cost (\$8,500/\$7,500 each)</b>	9 MSW \$8,500 each \$76,500	8 MSW \$9,500 each \$76,000	9 MSW \$9,500 each \$85,500	19 MSW \$9,500 each \$180,500	10 MSW \$9,500 each \$85,500

The University Alliance lead university conducted an evaluation of the Child Welfare Scholar program and found that 468 scholars have received their social work education as scholars since January of 2010. Additionally, 207 DCFS staff who were not scholars (or stipend recipients) graduated from those same seven universities and have worked for the Department during that time. For that reason, and upon the recommendation of a Title IV-E consultant, the Alliance has refocused how it approaches its recruitment methods and the methodology of accounting for and reporting Certified Public Expenditures (CPEs) for the 2020-2023 Grant Cycle. This has included a greater focus on transparency and accurate accounting of the CPEs generated each semester and a focus on making targeted investments. The accounting of the courses taught as they relate to training can be found in Appendix B.

Grambling State University created the first University Alliance Sponsored Certificate Program. This certificate program in Advanced Supervision started in the fall of 2021 and has continued through the fall of 2023.

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**Employee Educational Support Program:** Since 2017, employees have had the opportunity to apply for educational support to pursue a master of social work degree from Grambling, LSU, or Southern University in New Orleans with a commitment to continue working in Child Welfare. Employees are selected based on the following criteria: length of service with DCFS (at least two years if a former scholar, four years if not), written support of the direct and regional supervisor, outstanding evaluations from the previous three years, and evidence of the desire to stay with the Department. Employees can pursue the MSW either part-time (at GSU, LSU, or SUNO) or full-time in LSU’s online program. Since 2019, 107 employees have obtained a master’s degree in social work from one of the state public universities through the employee educational support program. The chart below shows the number of employees receiving support through State Public Universities.

Educational Stipends of Persons Preparing for Employment					
State (Public) University	# of EESP Awards SFY 2019	# of EESP Awards SFY 2020	# of EESP Awards SFY 2021	# of EESP Awards SFY 2022 Projected	# of EESP Awards SFY 2023 Projected
GSU	5	5	1	8	8
LSU	16	11	5	11	11
SUNO	5	5	6	5	5
<b>Annual Total # EESP Costs*</b>	<b>26</b>	<b>21</b>	<b>12</b>	<b>24</b>	<b>24</b>
<b>By Program:</b>					
GSU	(\$20,000)	(\$20,000)	(\$32,000)	(\$32,000)	(\$32,000)
LSU	(\$355,368)	(\$229,944)	(\$229,944)	(\$229,944)	(\$229,944)
SUNO	(\$47,500)	(\$47,500)	(\$47,500)	(\$47,500)	(\$47,500)

*\*Each university is structured differently in how employees progress through the program. Students can attend LSU’s online program, which is \$3484 per module for six modules (\$20,904 per student). GSU is expanding to an online program; however, GSU and SUNO will remain part-time programs for students.*

The University Alliance (UA), in partnership with the LCWTA, the Pelican Center and DCFS, has greatly expanded its capacity to carry out the mission of supporting a competent, stable workforce as it relates to recruitment, retention, learning, and infrastructure. The UA made additional key personnel investments. In SFY 2020, UA staff began the process of working with DCFS to conduct research related to the Performance Improvement Plan as it relates to workforce development and improvement of practices. In June of 2020, Jennifer Luna, MPA resigned from her position as the Project Operations Coordinator. The position was re-conceptualized as the Project Support Specialist. Polly Boersig, MA was hired in the conceptualized position. Northwestern State University, the lead university, is expanding its research capacity by collaborating with DCFS for the distribution and analysis of statewide surveys. Three initial surveys were conducted, and findings were disseminated through technical reports. Due to the increase in the partnership, NSU will hire a Research Coordinator to help carry out research and evaluation projects throughout the state. During this period, UA staff worked with LCWTA staff to write the contracts and subcontracts for the 2020-2023 grant cycle. Since that time, several major projects have moved forward.

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**Collaboration with the Court Improvement Program (CIP) and Court Appointed Special Advocate (CASA):** The CIP developed the Pelican Center mentioned above to encompass all CIP activities and provide formalized, interdisciplinary, and collaborative work agreements with the DCFS and other relevant CW stakeholders. Through the partnership with the DCFS and the University Alliance described in and mentioned throughout the CFSP, all parties work together to develop and implement training and education of CW practitioners including children’s and indigent parents’ attorneys, judges, CASAs, and district attorneys. Primary focus of the CIP relates to improving the overall quality of safety decision-making by legal stakeholders, which include judges, attorneys for all parties, district and agency attorneys. The operating theory of change is as follows:

**Strategic Goals and Training Activities Planned for FFY 2020-2024 (Please refer to Appendix B and the systemic factors section on Staff Training for additional information.):**

**Recruitment: Recruit competent, dedicated child welfare professionals**

- I. Increase the number of competent, committed, and culturally diverse social workers entering DCFS Child Welfare by 3-5% each year over the next five years ending June 30, 2024.
  - a. Develop a comprehensive recruitment plan by June 30, 2021 to recruit a diversity of current and prospective students into child welfare.
  - b. Develop an assessment tool on interest in child welfare.
  - c. Develop targeted scholar positions for key regions/parishes.
  - d. Continue to utilize competency-based screening and selection process
  - e. Develop communities of practice at individual Universities in the Alliance.
  - f. Implement comprehensive recruitment plan through 2024.
- II. Increase the number of Child Welfare Legal Specialists (CWLS) by 3-5% each year over the next five years ending June 30, 2024.
  - a. Develop a recruitment plan to recruit attorneys into child welfare by June 30, 2021.
  - b. Implement recruitment plan through 2024.
- III. Co-Develop a data/research plan between DCFS, LCWTA, University Alliance (UA), and Pelican Center to gather, analyze and use data effectively to support recruitment initiatives by June 30, 2021.

**Recruitment Update through April 2021:**

- Louisiana continues to recruit and support Louisiana child welfare attorneys and judges as CWLS. This year, we were able to recognize that the baseline of CWLS is subject to change due to attorneys moving out of state, or changing their practice. Nonetheless, our growth continues with the increase of three new CWLS this year, surpassing our stated goal in 2020. We added five new applicants, and through supports such as sponsoring their attendance in the Red Book Online Training presented twice per year, the applicants have access to study materials and training facilitators in case they have any questions while preparing for the exam.
- The stated goal of “Develop a recruitment plan to recruit attorneys into child welfare by June 30, 2021” will not be met. COVID-19 related training work shifts and the

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priority of implementation of PIP deliverables would require us to restate this goal as “Develop a recruitment plan to recruit attorneys into child welfare by June 30, 2022”.

**Recruitment Activities Planned 2021/2022:**

- NSU has begun developing a survey to assess perception of internship supervisors, university alliance coordinators, and students regarding necessary preparation for completing the internship. The survey will be utilized as part of an overall dissertation project for the UA program manager understanding perception of readiness and how participation in the community of practice model changes readiness for entry level child welfare professionals.
- UA staff continue to work on the issue of recruitment of competent child welfare professionals through the Scholars and Employee Scholars programs. Additional efforts to better screen potential scholars will be put in place beginning with the fall 2021 cohort.
- UA staff are developing additional models of the Scholar program to increase the number of students who receive training and priority internship placement. UA staff, following similar practices established in other states, will include “un-funded” scholars in the program through early recruitment efforts and standardization of child welfare curriculum/requirements throughout the state.
- Universities with certificate programs will offer the certificate to scholars and non-scholars in an effort to recruit further potential child welfare professionals.
- UA staff will continue working with DCFS to expand the scholars program including potentially working with programs outside of social work to recruit workers in targeted areas of the state where Universities do not place students. The first effort has begun with McNeese State University.
- UA staff will partner with DCFS staff to conduct virtual job fairs and job interest meetings in order to recruit additional prospective child welfare professionals.
- UA staff will continue to grow the supervisor selection process by developing evaluation methods to measure student and supervisor effectiveness.
- Judge Ernestine Gray joined the Pelican Center in January 2021, as a Judicial Fellow. With her support, strategies will be developed to outreach and recruit judges into our CWLS program.
- Recruitment of prospective CWLS applicants will continue, but with an intentional focus on 10 professionals who are committed to completing the application process, studying and sitting for the examination within six months. We have learned that attorneys motivated to focus and complete the process within that time frame have had greater success at earning the certification.

**Recruitment Update Through April 2022:**

- During SFY 2021, UA and LCWTA staff were approached by DCFS leadership regarding long-term recruitment issues in two regions: Lake Charles and Thibodeaux. UA staff began talking with McNeese State University located in Lake Charles and Nicholls State University located in Thibodeaux. Nicholls State has a thriving pre-counseling psychology program (formerly Family and Consumer Sciences Program) which prepares students to work in case management. Nicholls students are set to begin internships with DCFS in the spring of 2022. McNeese will potentially join the UA in

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the fall of 2022. The DCFS had thirty-nine interns complete their internships and all of them are in the process of being hired.

- Due to changes in recruitment and success with the Nicolls program, each University will begin the process of working with other disciplines in order to increase the number of competent child welfare professionals.
- LCWTA and UA staff have begun the process of alignment of social media plans and a redesign of the UA portion on the LCWTA website to streamline and strengthen both branding and recruitment efforts.
- UA, LCWTA, and DCFS staff have begun an effort to develop recruitment videos highlighting graduates of the program. Six videos have been created as of the spring of 2022.

**Recruitment Activities Planned 2022/2023:**

- University partners have begun identifying community colleges and high schools to begin the process of early recruitment in order to increase the number of interested potential scholars at each university. This work will continue. This also includes plans to attend hiring and graduation fairs at different institutions.
- University partners have long wanted to develop or help develop an interest tool to be used in the recruitment process for scholars at each university. Effort will be spent bringing this project closer to fruition in the 2022-2023 fiscal year.
- NSU IV-E staff began a pilot program designed to identify interested freshman and sophomore students. This will be expanded in the 2022-2023 fiscal year.
- The UA is considering adopting an “unfunded” scholar role in order to incorporate students who want to work in child welfare but do not want to make the financial commitment required to receive a stipend.

**Recruitment Update Through May 2023:**

- University partners continued to develop individual and creative recruitment efforts that fit the unique policies and needs of the respective universities and DCFS regions. For instance, some have worked through hiring and graduation fairs, and others have invited DCFS managers to recruitment events on campuses. NSU Alliance members expanded their pilot program designed to identify freshman and sophomore students who have an interest in child welfare work.
- University partners began researching the use of a special interest tool that could be used in the recruitment process for scholars at each university. Efforts will continue in bringing this project closer to fruition in the 2023-2024 fiscal year.
- The UA considered adopting an “unfunded” scholar role to incorporate students who want to work in child welfare but do not want to make the financial commitment required to receive a stipend. No students were identified during this last year who did not want to fulfill the traditional scholar role but the Alliance has agreed that it will work with the agency to adopt this if one is identified.

**Recruitment Activities Planned 2023/2024:**

- The UA, in partnership with the DCFS, has discussed means of targeting recruitment efforts in regions of the state with the highest need (areas with high turnover). The UA

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will explore the feasibility of offering child welfare scholar stipends of a larger monetary value (and a smaller total number of stipends) in these high need areas.

- The UA will continue the pilot project with Nicholls State University and expand the project with additional scholar positions and continued support for the program.
- The UA will attempt to expand the child welfare scholar program to state universities previously identified as possible partners such as NcNeese State University.

**Retention: Support the retention of child welfare professionals**

- I. Increase the retention of DCFS CW staff and scholars by a statistically significant percentage each year.
  - a. In collaboration with DCFS, develop a retention plan by July 1, 2021, including setting statistically significant retention targets for child welfare staff and scholars.
  - b. Continue to utilize and evaluate the competency based screening and selection process
  - c. Continue to support and refine the Employee Educational Support Program
  - d. Support DCFS implementation of QIC Workforce Development Program in collaboration with Lead DCFS Project Staff and the WIE Leadership Team (Workforce, Implementation & Evaluation) with the Quality Improvement Center for Child Welfare Workforce Development.
  - e. Develop and recommend retention incentives for child welfare staff
  - f. Support staff well-being
- II. Develop retention plan for Louisiana Child Welfare Legal Specialists (CWLS) by June 30, 2020 and implement the plan 2021-2024.
- III. Increase the retention of law students who complete a child welfare externship and enter the child welfare workforce by a statistically significant percentage each year.
  - a. Develop a retention plan by January 1, 2021.
  - b. Implement retention plan for law students 2021-2024.

**Retention Update through April 2021:**

- UA and LCWTA staff conducted the first focus groups with the CWADM practice champions to determine perception of the CWADM roll-out and to understand factors that led to champions wanting to continue or not.
- Further development of the Board Approved Clinical Supervisors (BACS) program is in process with the development of policies to require recipients to work for the department after receiving funding. A process for application and approval is being revamped to allow for ease of applying.
- Universities with certificate programs will receive investments from shared UA dollars in order to increase the number of workers who actively pursue the programs starting with GSU's Advanced Supervisory Certificate. This will allow for better recruitment of students and workers. UA, LCWTA, and DCFS staff have committed to funding 10-15 employees in 2021-2022 to complete the certificate program in three semesters.

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- Pelican Center retention efforts for law student externs, was thwarted by COVID-19 and the priority of implementing PIP initiatives. However, SULC law student, Shaliza Tolliver assisted with the Bench book in many ways: researching reasonable efforts case law, reviewing Instanter and CCH template documents, and reviewing CCH and Instanter Sections. She drafted a Court Observation Form for the CCH.
- Louisiana continues to support the retention of child welfare attorneys by providing support in the implementation of the Program Improvement Plan, Quality Legal Representation.
- Providing annual Louisiana Children’s Code Handbooks to the three Children’s Attorney Representation agencies, and Parents’ Representation.
- Sponsoring conference attendance for Parents’ Attorneys at the biennial ABA National Parent Representation Conference, and biennial Interdisciplinary Representation Conference.
- Sponsoring conference attendance for Children’s’ Attorneys at the annual National Association of Counsel for
- A two-day CINC training for members of the Louisiana District Attorneys’ Association was sponsored by DCFS, with state and national speakers on various topics relevant to the work of a CINC prosecutor. Many members of the Bureau of General Counsel, attorneys for DCFS attended this training.
- A workgroup of Legal stakeholders, CASA, DCFS staff and Legal created a training curriculum around the department’s new safety model Child Welfare Assessment Decision Making Model. The virtual training launched in December of 2020 and has been offered four times to an interdisciplinary audience of child welfare stakeholders.

**Retention Activities Planned for 2021/2022:**

- Further develop a retention plan for new employees and scholar employees to ensure that individuals are provided with support, targeted training, and opportunities for advancement and participation in workforce development projects.
- Conduct focus groups with employees to determine retention strategies to enhance worker well-being and retention rates.
- SUNO will formalize their Interdisciplinary Practice Certificate Program. UA staff will assist with applying for approval and support through their system administrators.
- UA staff are in the process of formalizing a policy and procedure manual for the scholar and employee scholar program, which will encompass all policies and processes from recruitment through employment and support afterward.
- Develop a retention plan “to increase the retention of law students who complete a child welfare externship by January 1, 2021” will not be met. COVID-19 related training work shifts and the priority of implementation of PIP deliverables would require us to restate this goal as “Develop a retention plan to increase the retention of law students who complete a child welfare externship by January 1, 2022.”
- Continued jurisdictional training around the newly released CINC Bench Book, Bench Cards, Model Court Reports and Model Court Orders.
- Continued development of the QRTP FFPSA Bench Card, and Court Documents and Orders training for judges and legal stakeholders.

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**Retention Update through April 2022:**

- In partnership with the UA, LCWTA, and the DCFS, the scholar program began providing financial awards to scholar supervisors upon successful completion of the internship. To date, more than 50 supervisors have received these financial awards. Supervisors are awarded \$1,500 for the first scholar supervised up to \$3,000 for a maximum of two IV-E scholar students each academic year.

**Retention Activities Planned 2022/2023:**

- UA staff and partners will participate in efforts related to Child Welfare Workforce Appreciation in the month of September each year beginning in 2022.
- UA staff will continue to market and recruit the Employee Education Support Program as a vehicle for worker retention and advancement.
- UA staff and university partners will host multiple lunch and learn opportunities for free CEU credit to DCFS workers in 2022-2023.
- Title IV-E Quarterly Support Groups will resume being held in person so long as it remains safe to do so.

**Retention Update through May 2023:**

- In partnership with the UA, LCWTA, and the DCFS, the scholar program continued to provide financial awards to scholar supervisors upon successful completion of their student's internships. Supervisors are awarded \$1,500 for the first scholar supervised up to \$3,000 for a maximum of two IV-E scholar students each academic year. The UA has been able to retain scholar supervisors and add new supervisors since implementing these awards.
- The UA staff continued to market and recruit the Employee Education Support Program as a vehicle for worker retention and advancement.
- The UA staff and university partners hosted multiple continuing education opportunities at their prospective universities for free CEU credit to the DCFS workers in 2022-2023.
- Title IV-E Quarterly Support groups and Community of Practice groups continued during the last year.

**Retention Activities Planned 2023/2024:**

- The UA will continue to support the Community of Practice work with the Child Welfare Scholars. The Community of Practice Leaders are exploring the use of a standardized curriculum to implement into the project in 2023-24.
- In partnership with the UA, LCWTA, and the DCFS, the scholar program will continue to provide financial awards to scholar supervisors upon successful completion of scholar's internships.
- The UA and the LCWTA will utilize the expertise of their digital media manager to promote the success of the child welfare scholar program at each university on the LCWTA website.
- The UA members will share their recruitment material and develop universal child welfare scholar material that all universities can utilize.

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**Learning: Offer comprehensive quality learning opportunities**

- I. Offer comprehensive training and professional development opportunities
  - a. Expand child welfare trainer/talent development resources by hiring seven (7) additional full-time or FTE staff within DCFS and LCWTA University Alliance by 2022 consistent with available resources. See Infrastructure Goal.
  - b. Recruit and develop parent, foster parent, and youth/former youth co-trainers to be integrally involved in expanding learning opportunities in child welfare
  - c. Continue to offer required training to child welfare staff, foster parents, legal professionals, and mandatory reporters each year.
  - d. Develop individualized and multidisciplinary training plan for a variety of CW professionals annually by January of each year.
    - i. Prioritize learning plans/needs relating to assessment, engagement, workforce, service array and legal representation strategies in Louisiana's CFSR Program Improvement Plan (PIP) for SFYs 2020 and 2021. See Louisiana's CFSR PIP.
    - ii. Expand training plan for new DCFS child welfare employees for the initial three years of employment to support achievement of intermediate to mastery levels of child welfare practice.
    - iii. Conduct on-going needs assessment to guide development of annual training plans focused on learner needs and priorities.
    - iv. Develop and maintain a comprehensive course catalog of current training/learning opportunities for child welfare professionals.
    - v. Offer individualized, targeted training and learning opportunities to child welfare professionals and service providers consistent with priority tiers and resources.
  - e. Offer multidisciplinary learning opportunities.
  - f. Support the development of individualized talent development plans.
  - g. Create a professional development continuum for each CW professional, offering comprehensive training and professional development opportunities from entry through advanced levels for each professional by July 1, 2022.
  - h. Develop more innovative trainings (interactive, simulation, experiential, virtual) to facilitate learning and professional development
    - i. Expand courtroom simulation training in SFY 2019-2020
    - ii. Develop simulation-based training for new staff including focus on engagement and assessment to be offered through Southern University in Baton Rouge in SFY 2019-2020.
    - iii. Offer experiential Better Together training including parents, foster parents, and child welfare staff as training cohorts
    - iv. Explore options for virtual reality training.
  - i. Expand use of blended learning approaches to provide more just in time learning opportunities, build competency, and facilitate transfer of learning in day-to-day practice.

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- j. Develop tools, processes, and evaluation instruments to support effective transfer of learning in critical training/practice changes/improvements.
- k. Develop Mentor Pairing among child welfare professionals to model and reinforce quality practice and provide support
- l. Continue to strengthen the Title IV-E Child Welfare Scholars Program, including the Child Welfare Employee MSW Educational Support Program (Cross-referenced with retention)
- m. Implement a comprehensive selection and support process for internship supervisors
- n. Develop Certification Programs supporting advanced and specialized practice
  - i. Research the creation of certificate programs with the Board of Regents.
  - ii. Develop a template for applying for certificate programs.
  - iii. Create Certificate programs through University partnerships, the LCWTA, and the Pelican Center to advance learning and development of students and employees.
  - iv. Incentivize Certificates
- o. Develop and support Communities of Practice [Cross reference with Recruitment and Retention])
  - i. Develop face-to-face and online community of practice environments to help scholars and employees connect virtually and in person utilizing support groups.
    - 1. Provide regular and substantive opportunities for engagement in discussions and experiences in child welfare.
    - 2. Provide opportunities for research in child welfare.
    - 3. Develop continued support networks
      - a. Develop enhanced level mentoring programs for new and veteran employees
- p. Provide for specialized recognition of practice (e.g. layers of certification)
  - i. Create levels of recognitions depending on specific trainings participated in (Circle of excellence program)
    - 1. “We are Child Welfare” recognition strategy
    - 2. LA Bar Association
    - 3. Together We Can Conference
    - 4. Child Welfare Award/Children’s Law Award
  - ii. Create levels of recognitions for CW professionals who serve above and beyond or who participate in trainings beyond required training hours
- q. Develop Advanced Supervision Certification Program with incentives
- r. Reach out to communities to educate on the system of child welfare; Start with the four pilot parishes identified in CFSR PIP.
  - i. Create a strategy to educate on the system of child welfare supporting the CFSP PIP
  - ii. Create a marketing campaign to educate on the child welfare system supporting the CFSP PIP

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- iii. Create a bureau of speakers that include various CINC related disciplines
- iv. Mandatory reporter training
- II. Offer comprehensive learning opportunities supporting professional competencies by July 1, 2022.
  - a. Formalize framework for competency-based learning aligned with Louisiana child-welfare practice principles, U.S. Children’s Bureau Child and Family Services Review practice expectations, and screening and selection competencies by June 30, 2022.
    - i. Develop and refine professional competencies
    - ii. Identify learning opportunities to support professional competencies
    - iii. Develop course curriculum aligned with competencies for each stakeholder professional.
    - iv. Develop/support transfer of learning components to critical/practice changes/improvements
  - b. Implement comprehensive competency-based learning beginning July 1, 2022.
- III. Expand expertise in child welfare each year through July 1, 2022.
  - a. Develop at least one area of child welfare expertise for each of the seven university Social Work Departments aligned with priority needs by July 1, 2020.
  - b. Recruit, prepare and support additional trainers/learning professionals/experts each year consistent with available resources and areas of highest need until all needs met.
- IV. Participate in research opportunities.
  - a. Develop annual research plan.
    - i. Identify and develop valid assessment of learning opportunities
    - ii. Develop metrics for improvement
    - iii. Conduct ongoing needs assessment of learning
    - iv. Report on assessment findings and make necessary adjustments to learning plan.

**Learning Update through 2021:**

- GSU has been approved by the Louisiana University System to offer the Advanced Supervisory certificate program to GSU students. A plan has been put into place to recruit 10-15 employees to take part in the first cohort beginning in the fall of 2021.
- SUNO has begun working with UA staff and GSU representatives to structure the Interdisciplinary Certificate Program and work through the steps of approval.
- SUBR worked with DCFS staff to utilize the simulation lab prior to the COVID-19 stay-at-home orders. The curriculum was reworked to be facilitated online after the shutdown. SUBR is currently working with partners across the nation to certify the simulation lab.
- Louisiana continued to implement training and coaching plans to meet needs relating to assessment, engagement, workforce, service array and legal representation strategies prioritized in Louisiana’s CFSR Program Improvement Plan (PIP) for SFY 2020.

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- Louisiana adapted and implemented numerous trainings in an interactive virtual format, including New Worker Orientation (NWO), Child Welfare Supervisor Support and Capacity Building Training Series, Child Welfare Assessment and Decision Making, LGBTQ+, Trust Based Relational Intervention (TBRI), IV-E Scholar Intern Orientation & Supervisor Workshop, Foundations of Infant Mental Health, Child and Adolescent Development, Adult Behavioral Health, Child Behavioral Health, Worker Safety, Planful Transitions, Family Search and Engagement, Family Preservation Team Meeting, and Domestic Violence and Child Welfare Training.
- Louisiana expanded child welfare trainer/workforce development resources by hiring three (3) On the Job Trainers to assist with transfer of learning and application of knowledge and skills acquired during New Worker Orientation Training.
- Louisiana has invested in the development and preparation of practice champions in each region of the state to implement child welfare assessment and decision-making practice.
- Louisiana has continued to offer training to new staff and supervisors and to provide trainings to meet the in-service training needs of more experienced staff.
- Louisiana has initiated development of an interactive, virtual courtroom simulation training for child welfare staff until in person learning experiences are a possibility again.
- LCWTA continues to expand its on-line and virtual course offerings, collaborating with multiple entities to offer high quality learning.
- Southeastern Louisiana University in collaboration with the DCFS Home Development Department has analyzed satisfaction surveys from current and former foster caregivers administered from 2019–2020. A presentation for area administrators is in development to review agency strengths and areas for improvement.
- Louisiana has developed an expanded training plan for new DCFS child welfare employees for the initial three years of employment to support achievement of intermediate to mastery levels of child welfare practice. This plan is currently under review by DCFS leadership and management staff for adoption and implementation in next fiscal year.
- Louisiana has revised current training policies, which are under review and will be implemented next fiscal year.
- External partners, including Plummer and Annie E. Casey, have complimented the DCFS/LCWTA team on its exceptional level of professionalism, customer service, and quality in creation and support of quality learning experiences.
- Bench Book: A Louisiana Child in Need of Care Bench Book for Juvenile Judges, which includes Bench Cards and model court document templates, was developed to provide information and best practices on all CINC proceedings. The Bench Book is 541 pages in length and includes 10 Bench Cards and 26 model court document templates. One-hundred (100) plus judges, attorneys, DCFS staff members, and other legal stakeholders assisted in developing the Bench Book and court document templates for 16 months. The following press releases were published:
  - [https://www.lasc.org/Press\\_Release?p=2021-08](https://www.lasc.org/Press_Release?p=2021-08)

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- [https://mailchi.mp/teamdynamicsweb.com/announcing-louisiana-cinc-benchbook-for-juvenile-judge?fbclid=IwAR2Y6hPXaX5DCS6NuVb-k8dH9xy4fxcVG6R47pq9sD\\_9tNZBriyYo7yfcN4](https://mailchi.mp/teamdynamicsweb.com/announcing-louisiana-cinc-benchbook-for-juvenile-judge?fbclid=IwAR2Y6hPXaX5DCS6NuVb-k8dH9xy4fxcVG6R47pq9sD_9tNZBriyYo7yfcN4)

The Bench Book may be found at the following online locations:

- <https://pelicancenter.org/benchbook.html>
- [https://www.lasc.org/Children\\_Families?p=CIP](https://www.lasc.org/Children_Families?p=CIP)
- <https://clarola.org>
- <https://lajudicialcollege.org>

The Pelican Center is partnering with the Louisiana Supreme Court, the Louisiana Judicial College, and the Department of Children and Family services to develop trainings to support the successful implementation and use of the Bench Book, Bench Cards, and model court document templates.

- **Multidisciplinary Representation for Parents - Family Justice Initiative (FJI) Presentation:** December 11, 2020
  - The **FJI** (a national collaborative of children's attorneys, parents' attorneys, educators, researchers, and national policy advocates who share a common goal: to increase access to high-quality legal representation for children and parents in child welfare cases) invited one or more parishes in Louisiana to become a "demonstration site," a parish where the parent representation program and child representation program agree to lower attorney caseloads and/or utilize a multidisciplinary representation model. (The child and parent representation programs in that parish do not have to choose the same model). The programs receive technical support, funding ideas, help with data tracking, and more. Mimi Laver of the ABA Center on Children and the Law and Elizabeth Thornton of FJI provided information about demonstration sites to an audience upwards of 30. We invited parent representation, child representation, DCFS, CASA, ADA, and BGC in the 4 pilot parishes plus Lafayette & Orleans and had the most diverse group of attendees
  - **Pre-Removal/Civil Legal Needs:** The Pelican Center has had a number of meetings with key stakeholders to develop a strategy for the provision of collateral civil legal services. These legal services will help prevent entry of children into foster care and stabilize families that have been involved with DCFS. To date, the Pelican Center has met with the Louisiana Bar Foundation, DCFS, the child representation programs, the public defenders and more. On August 4, experts from other civil legal service programs in New Jersey (Legal Services of New Jersey) and Iowa (Iowa Legal Aid) presented to Louisiana stakeholders on their models, successes, and challenges. The Pelican Center has consulted with the ABA Center on Children and the Law and Legal Aid Services of Oklahoma to strategize the referral process and discuss best practices. On March 11th, the Pelican Center consulted with a national expert on commissioning an Economic Impact Study to analyze and report on the social value return.

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- **Multidisciplinary Representation Model.** The Pelican Center held two presentations for the child representation programs to learn more about multidisciplinary representation as a child's attorney. The presentations included attorneys and social workers. Presentations were held on July 31, 2020 and August 14, 2020. The speakers included individuals from the Children's Law Center in California and Children's Law Center in Washington D.C.

**Learning Activities Planned 2020/2021:** LCWTA partners will continue to work closely together to expand quality-learning opportunities to child welfare professionals, youth, and families throughout Louisiana. DCFS will continue to convert child welfare trainings to a virtual or hybrid format to meet training needs while the COVID-19 pandemic prevents in person training from occurring. The department will develop plans to return to in person training when it is safe and possible to do so. DCFS will continue to assess needs and develop trainings to address the needs of child welfare staff.

**Learning Update through April 2022:**

LCWTA partners continue to expand quality-learning opportunities to child welfare professionals, youth, and families throughout Louisiana. This includes incorporating learning design expertise to support multi-modal approaches to learning and development as we all emerge from the Covid pandemic (e.g. self-paced, virtual, communities of practice, in-person, simulation, etc.) and deepening team facilitative capacities across all modes of learning. This includes expanding experiential learning opportunities and facilitating collaboration and capacity building to support transfer of learning and on-going evaluation.

The LCWTA has partnered with the community groups and service providers to expand learning opportunities in Child Welfare. One example is participation in the Louisiana Elite Advocacy Force (LEAF) Group composed of former youth in care to solicit feedback on foster parent training needs from a youth's perspective. Feedback from the group, lead the LCWTA to develop a new training, "Fostering Peace, Living in Harmony" to build foster caregiver and youth in care's skills in conflict management. LEAF's mission is to empower youth in the capital region who are at-risk of homelessness and dependency to reach their highest potential through educational support, life skills training, career preparedness, housing, and mentorship. LCWTA has also supported this group in the development of a Court Preparation Form as a vehicle to give youth a voice in their court hearings and permanency planning.

The LCWTA has conducted training needs assessments for foster/adoptive parents in a variety of ways. One way was through meeting with the Foster Care Ambassadors during their monthly meeting and soliciting feedback on foster parent's training needs. Foster care ambassadors from around the state provided rich feedback on the status of Quality Parenting initiatives as well as QPI training and other training offered through the LCWTA LMS. LCWTA staff have also reviewed and analyzed results from current and former Louisiana Foster Caregiver Satisfaction Surveys and General Engagement Surveys to compose a report to inform the DCFS administration on foster parent retention and training needs and will present the findings to staff statewide. In addition, LCWTA staff routinely

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gather feedback from foster parents through the LCWTA website email and through attending foster parent events such as foster caregiver appreciation events as a representative from the LCWTA.

The LCWTA has continued to expand its offering of synchronous and asynchronous (self-paced) training for foster/adoptive caregivers. During the Covid pandemic, there was an increase in use of the LMS by foster caregivers. The LCWTA responded by providing both on-demand virtual training courses as well as scheduled live courses offered through Zoom. The LCWTA polled foster parents shortly after the onset of the Covid Pandemic to gather feedback for preferred times to offer live courses. The feedback was then utilized in scheduling the virtual live courses. The result was that courses filled up and waiting lists had to be utilized. The LCWTA has also expanded with innovative training courses for foster/adoptive caregivers this past year. It has piloted a new approach to training through the development of training in which the youth in care attend the training with their foster parents. Experienced trainers developed and presented trainings on topics such as independent living skills and developing vision boards in which the youth participated alongside their foster caregiver. The positive feedback from this new approach is leading to new ideas to explore in training foster caregivers and the family as a whole.

The LCWTA continues to provide foster/adoptive caregivers training through a model developed through a needs assessment and research on Louisiana specific foster parent training needs. The research identified five training needs categories to include: 1) Mandatory Training (required every year or every 2 years); 2) How to Help a Foster Child Adjust in My Home; 3) How to Work with the Child's Team (DCFS, birth parents, legal and CASA); 4) How Fostering Affects Me and My Family (includes foster parent wellness) and 5) Meeting Your Child's Specific Needs. Training is organized on the LCWTA LMS based on these categories and foster/adoptive caregivers are encouraged to take training from the categories based on the length of time fostering and the specific needs of their home/children in care. Training courses are reviewed and updated on a regular basis and new courses are added as new training needs are identified.

LCWTA through its partnership with Southern University incorporated "Knock on the Door" simulation within Week 1 of New Worker Orientation in March and is resuming in person Courtroom Simulation in May of 2022. LCWTA and Southern University continue to build expertise and capacity to expand simulation experiences with students/scholars, new workers, supervisors, partners, and others. A team of LCWTA and University representatives have completed Train the Trainer weeks of the FORECAST learning model that incorporates problem-based learning (PBL), simulation, NCTSN trauma informed practice principles, and national standards for culturally and linguistically appropriate services in health and health care (CLAS) to enhance development of trauma informed practice skills.

Initial implementation of the In-Home Safety Planning course is underway in Lafayette Region. The course consists of two parts focused on building capacities to develop in-home safety plans across all programs and supporting application in day-to-day practice. To successfully complete Part 1 and Part 2 of the course, learners will need to complete quality

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in home safety plans based on scenarios applicable to their respective programs. LCWTA is partnering with child welfare leadership teams at the regional and state level to support transfer of learning and overall effectiveness of the program. This approach to transfer of learning and evaluation will inform the development of new programs/courses, including the CPS Refresher Program.

The Advanced Supervisory Skills Certificate Program developed by Grambling State University was approved and the first cohort of child welfare supervisors and managers were selected and began the program in the Fall Semester of 2021. The program builds Child Welfare leadership skills through 18 hours of post bachelor's social work courses occurring across the fall, spring, and summer academic calendar. Twelve (12) supervisors and managers are on target to complete the final capstone course and graduate from the program the summer of 2022. Announcement of the opportunity for supervisors and managers to apply to be part of the 2022/2023 cohort will be announced to staff. Southern University of New Orleans has developed the courses and framework for the Interprofessional Certificate Program and is proceeding with the approvals required by their Board and the State Board of Regents to begin offering the program in the future.

Working closely with professionals within the Capacity Building Center for States, a developmental competency framework for child welfare assessment and decision making has been completed for foundational skills of engagement, assessment, communication, decision-making, documentation, and use of supervision and consultation as well as more specific competencies of safety assessment, risk assessment and safety planning. Work to complete the competencies for case planning and decision making, including case closure and conditions for return is underway.

**Learning Activities Planned 2022/2023:**

LCWTA will continue to expand quality learning opportunities to child welfare professionals, youth, and families throughout Louisiana consistent with priority needs and goals. This includes providing for the development and, contingent on resource availability, initial implementation of redesigned learning and development program for new workers that includes (a) Initial New Worker Certification incorporating demonstration of foundational skills before full certification and (b) development of Three Year Learning and Development Program Plan for staff throughout their first three years of employment to support their growth from foundational to intermediate to mastery levels of practice. This includes updates to the LCWTA Learning Management System to align and support the enhanced new worker learner program. LCWTA will also continue to support expansion of experiential learning opportunities and transfer of learning strategies along with integration of problem based learning, simulations, and trauma informed care into appropriate courses. LCWTA and DCFS will also be implementing the CPS Refresher Program as part of the CPS Practice Enhancement Plan.

**Learning Update through May 2023:**

The LCWTA strategic partners continue to expand quality learning opportunities for child welfare professionals, caregivers, youth, and families throughout Louisiana. This includes continuing to expand engaging, multi-modal approaches to learning and development (e.g.

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self-paced, virtual, communities of practice, in-person, simulation, etc.). The LCWTA has also been conducting needs assessments and designing new courses and programs to meet more specialized needs (e.g. Child Welfare Clerical and Administrative Staff, more experienced supervisory and consultant level staff, Child Protective Services Staff/ Supervisors/Managers, Child Welfare Specialist Three's, Team Specialists, Child Welfare Managers, ICPC, Juvenile Trafficking etc.).

Experiential learning opportunities provided by the LCWTA have continued through the implementation of the Knock on the Door engagement simulation experience in New Worker Orientation. Enhancements added include integrating trauma informed principles and practices for serving children and families as well as the staff, caregivers and partners serving the children and families. Training sessions also include facilitating FORECAST program sessions to further advance and integrate trauma focused, problem based learning with more experienced staff and multidisciplinary partners. This training is led by LCWTA and University representatives who completed the intensive Train the Trainer program for the FORECAST learning model that incorporates problem-based learning (PBL), simulation, NCTSN trauma informed practice principles, and national standards for culturally and linguistically appropriate services in health and health care (CLAS) to enhance development of trauma informed practice skills.

The LCWTA also began statewide implementation of the In-Home Safety Planning Course designed with transfer of learning components to advance and reinforce field application in day to day practice. This training module includes a CPS Refresher Program series for CPS staff, supervisors and managers. CPS supervisors and managers are also required to complete a two day, in person simulation course and two on-line prerequisite courses: 1- Using History and 2- Information Gathering. These two trainings include scenario based pre and post-test application for successful completion.

Working closely with professionals within the Capacity Building Center for States, the developmental competency framework for child welfare assessment and decision making (CWADM) was finalized this year and has several components. One component of the CWADM training includes continuing the utilization of GoReact to support learner real time observation, reflection, and feedback in skill based activities. Community of Practice sessions have continued with Title IVE Scholars to support their learning, development, and support. The LCWTA also partnered with LSU to initiate a Professional Writing for Social Services lab for child welfare staff. Another component included continuing to implement the NTI CASE child welfare adoption competency for staff through the LCWTA learning management system (LMS). The LCWTA also hosted the National Title IVE Roundtable in Louisiana on the campus of Southern University of New Orleans through the leadership of Dr. Andrew Fultz of Northwestern State University, Dr. Rebecca Chaisson, and the support of the entire LCWTA strategic partnership.

The LCWTA has also continued to prepare and graduate new child welfare supervisors through the New Supervisors Capacity Building Program. During FFY 2023, the first cohort of supervisors, consultants and managers successfully completed the Advanced Supervisory Leadership Skills Certificate Program developed by Grambling State

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University through the LCWTA strategic partnership. This leadership program builds Child Welfare leadership skills through 18 hours of post bachelor's social work courses occurring across the fall, spring, and summer academic calendar. The second co-hort of supervisors and consultants began the Certificate program in fall 2022 and are scheduled to complete the program at the end of the fall semester 2023. The application period for joining the third co-hort of the program beginning in fall 2023 is currently open. Southern University of New Orleans has developed the courses and framework for the Interprofessional Certificate Program and is preparing for implementation of the program. They are adapting content from the course and other child welfare content to implement a summer intensive course in child welfare for students in other majors who are interested in child welfare. Southern University-Baton Rouge has also developed a two week child welfare program for Southern and LSU students interning with the DCFS this summer as part of the new DCFS STAR Program.

The LCWTA has continued to provide foster/adoptive caregivers training. The current training model was developed through a needs assessment and research on Louisiana's specific foster parent training needs. Training courses are reviewed and updated on a regular basis and new courses are added as new training needs are identified. This has expanded the learning design and development, facilitative, leadership and collaborative capacities of the LCWTA team.

A super intensive focus in the current year has been on orienting and preparing a very large influx of new child welfare staff, contractors, and other DCFS staff in being able to carry child welfare cases. This has required running large, overlapping cohorts of New Worker Orientation sessions during the week as well as multiple cohorts on weekends and after hours. While this has required enormous time and resources, the team has also continued to move forward on the redesign of the learning and development program for new workers. Approval of the contract to support new worker redesign and implementation and concurrent realignment along with enhancement of the learning management system took much longer than anyone anticipated but it is now in place. This is an incredibly important component for continuing to expand effective, engaging, multi-modal approaches to learning and development and implementing more robust means of tracking, measuring and communicating outcomes.

**Learning Activities Planned 2023/2024:** The LCWTA strategic partnership will continue to expand quality learning opportunities to child welfare professionals, youth, and families throughout Louisiana consistent with priority needs and goals. This includes moving forward with implementation of new worker redesign and related alignment and enhancement of the LCWTA Learning Management System. This also includes continuing to expand experiential learning opportunities and transfer of learning strategies along with integration of problem based learning, simulations, trauma informed care, DEIB, Dare to Lead, and poverty informed strategies into courses and programs. The LCWTA will continue work towards enhancing the overall training system capacity to measure and track learning and development while also supporting robust evaluation, reporting and CQI.

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**Infrastructure: Build capacity to effectively, and efficiently fulfill the LCWTA University Alliance mission.**

- I. Assess, strengthen, align, and maximize human, technological, fiscal and programmatic resources to effectively, and efficiently fulfill the LCWTA mission for the next 5 years.
  - a. Develop and utilize integrated mission, dynamic strategic goals, and 60-90 day action plans across LCWTA partners to focus and steer work aligned with highest priorities and impact on outcome and meeting State Plan and CFSR/PIP priorities.
  - b. Assess infrastructure needs and develop plan to build capacity aligned with highest priorities consistent with strategic plan and available resources by March 1 each year.
  - c. Update Memorandum of Understanding to accompany new three-year LCWTA agreement to be effective July 1, 2020.
  - d. Align budgets and fiscal resources each year consistent with strategic goals and outcomes.
  - e. Expand human resource capacity in strategic priority areas in SFY 2019-2020.
    - i. Add 3-4 full-time (or FTE) training and talent development staff within LCWTA partnership to be focused on CFSR/PIP priorities, simulation training, advanced supervision, on the job training and transfer of learning.
    - ii. Expand, restructure, and re-align the LCWTA business office at Southeastern to support expanded operations and full integration of the five areas of success.
    - iii. Re-align and expand administrative support at Northwestern to support scholars, Supervisors, Staff and University Liaisons, integrated LMS and implementation of University Alliance goals.
    - iv. Create and administrate child welfare externships for law students to execute the legal components of the strategic plan.
    - v. Pelican Center to subcontract with an attorney to engage with the Department to develop legal components of kinship navigator program. (Pelican Center)
      1. Kinship caregiver legal training.
      2. Kinship caregiver legal guide.
      3. Kinship caregiver legal services network.
  - f. Expand human resource capacity consistent with strategic goals/priorities and available resources in SFYs 2020-2021 and SFY 2021-2022, including adding 3-4 additional full time (or FTE) trainers/talent development specialists.
  - g. Align human and programmatic resources consistent with strategic priorities and goals/action plan achievement.
  - h. Expand data measurement, analytic, evaluation, research, and reporting capacities to effectively Measure and Communicate LCWTA Outcomes.

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- i. Expand technology to support learning, data/CQI, collaboration, and effective and efficient operation of LCWTA guided by the five areas of success.
  - i. Continue with implementation of integrated learning management system across LCWTA partners.
  - ii. Assess need for additional data/analytical tools to support effective collaboration and robust CQI and reporting
- j. Evaluate and confirm appropriate resource(s) to refine policy and procedures in priority areas.
- k. Develop and implement strategic communication plan across LCWTA partners, including effective branding
- l. Assess and develop plan for physical space needs.

**Infrastructure Update through April 2021:**

- New three-year contracts budgets, and related programmatic and fiscal policies and procedures to support universities, DCFS and Pelican Center partnerships in achievement of LCWTA strategic goals for SFY 2021-2023 were implemented.
- With support from LCWTA/University Alliance, three on the Job/Transfer of Learning consultants were hired by DCFS, one for each tri-region area of the state, to support on-boarding, on the job training, shadowing, and support for new child welfare staff.
- LCWTA/Southern University added a full-time trainer/learning and development specialist to support the simulation lab experience and new worker learning and development.
- The LCWTA restructured to expand capacity to meet the growing needs of the child welfare system and to support resources being in place to achieve the overall strategic plan goals. This restructuring included revising job descriptions for the positions of Digital Media Manager, Learning and Instructional Development Specialist, and Associate Director of Learning and Development. The new Associate Director of Learning and Development began in summer 2020. The Title IVE Program Manager and new Research Associate at Northwestern State University have assumed the data and analytics functions of LCWTA and will work closely with the Associate Director to expand evaluative capacities of the Academy and support transfer of learning. Specialized learning and instructional development expertise, leadership, and support are currently being provided by an experienced team of people partnering with LCWTA through contract.
- Kinship Caregivers: The Pelican Center/Court Improvement Program (CIP) has representatives on the Louisiana Kinship Caregiver State Committee. DCFS collaborated with the Pelican Center/CIP and the Louisiana State Bar Association to create a legal handbook for kinship caregivers in Louisiana and a one-hour webinar. The handbook answers common legal questions that kinship caregivers have and provides information on legal resources/entities available to kinship caregivers. The webinar educates kinship caregivers and other individuals on the different types of legal custody a person can obtain in Louisiana and the authority, security, and stability that type of custody provides to a child. DCFS is piloting a kinship navigator program through Renew and Discovery, who is the Family Resource Center for Region 2 and 3. Kinship caregivers can contact Renew and Discovery to get information on legal

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- services available to them. The Pelican Center is hosting a website called the "My Community Cares Connection Portal," which lists all of the available legal services for kinship caregivers in four pilot parishes. DCFS entered into a contract with Louisiana 2-1-1. Kinship Caregivers can contact Louisiana 2-1-1 to get information on legal services available to them.
- Initial analysis of long-term scholar data has shown that the program affects change beyond the 435 scholars in that time period. Roughly, 270 employees graduated from UA universities but were not in the scholar's program. Analysis has shown the importance of developing unfunded scholar positions in order to better prepare students to become child welfare professionals. Increase in funded and unfunded scholar positions does show utility in increasing the professionalization of the child welfare workforce.
  - In SFY, 44 scholars were selected and completed internships with DCFS, which equated to a 37% increase in the number of students recruited in SFY 2019. Final hiring numbers have not been finalized at this time; however, it is expected that more than 35 scholars will be hired which is a 37% increase in the number of hires from the previous year.
  - Analysis of child welfare course offerings and requirements to become a scholar for each University has been completed.

**Infrastructure Activities Planned 2021/2022:** Continue building capacity to effectively and efficiently fulfill the LCWTA University Alliance mission to work collaboratively to strengthen recruitment, learning, and retention of child welfare professionals to strengthen the child welfare continuum from prevention to permanency and achieve safety, permanency and well-being outcomes for children and families in Louisiana. A priority focus for SFY 2021/2022 will be on expanding utilization of best practices in instructional design and development, transfer of learning and evaluative capacity, and enhancing technological supports for learning and developments.

**Infrastructure Updates through April 2022:** Specialized learning and instructional development expertise and support will continue being provided by an experienced team of professionals partnering with LCWTA through contract. Southeastern University recently re-posted a learning design specialist position toward adding internal and overall learning design capacity. Additional positions to support learning analytics, contracts/grants, program coordination and support, social work focused program development, and project management are pending. Necessary documentation to support enhancements to the LCWTA Learning Management System and to provide for expanded learning design and development resources needed were also recently submitted for review and approval by appropriate university and state officials. Hurricane Ida and staff transition impeded LCWTA/Southeastern moving forward in filling critical LCWTA staff positions and delayed start dates of contracted services this SFY 2021. Efforts are underway at Southeastern to move positions and contracts forward in preparation for next SFY 2022. With support from LCWTA/University Alliance, LCWTA/DCFS was successful in hiring a lead with a great mix of technical, analytical and soft skills to support and enhance learning and development through effective utilization of technology. With support from

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LCWTA/University Alliance, LCWTA/DCFS will also be moving forward with adding two additional staff to facilitate and advance Child Welfare learning and development.

**Infrastructure Activities Planned 2022/2023:**

- Continue building capacity to effectively and efficiently fulfill the LCWTA University Alliance mission to work collaboratively to strengthen recruitment, learning, and retention of Child Welfare professionals to strengthen the child welfare continuum from prevention to permanency and achieve safety, permanency and well-being outcomes for children and families in Louisiana. A priority focus for SFY 2022/2023 will be on filling gaps in staffing and continuing to expand utilization of best practices in learning/instructional design and development, transfer of learning and evaluative capacity, and enhancing technological supports for learning and development.
- The LCWTA will continue to partner with community groups and service providers to continue to offer multidisciplinary training to child welfare professionals and to expand the child welfare trainer and professional development opportunities. The LCWTA is helping LEAF's Youth Voice Workgroup to develop a Foster Care Training and Awareness virtual event that will feature youth formally in care as trainers/educators for foster caregivers, child welfare staff and legal partners about the new Foster Youth Bill of Rights Law. It will be a panel presentation focusing on the law, providing awareness surrounding placement stability, and the experience of foster care from a youth's perspective.
- The LCWTA plans to continue assessing foster/adoptive caregiver training needs through outreach with foster caregivers, child welfare professionals, community partners and child welfare staff. New training courses are developed as swiftly as needs are identified when possible. For instance, the recent development of a training on attachment and hair care has led to the understanding that there are multiple types of hair care that foster providers may need instruction on, therefore there are plans to develop a series of ethnic hair care training courses. The LCWTA is also gathering expertise on trauma to develop an achronous Trauma 101 training for foster caregivers. Other courses are being updated in the next year including Human Trafficking 101 to update the current training with new information that has come forward in recent research on working with victims.

**Infrastructure Updates through May 2023:**

During FFY 2023, Southeastern University filled staffing positions in learning design and development, project management, and project coordination. The DCFS added child welfare consultant/facilitator and a manager position in December 2022 to meet the expanding demands for learning and development. The contract for supporting learning design and development integrated with implementation was approved in spring of 2023 for a more robust and up to date learning management system. New learning and development facilitator staff were paired with current facilitators to build their capacity and confidence in leading courses. Learning and development team members participated in a day long professional development session focused on leading in person learning with more team professional development sessions planned. Team members representing

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multiple organizations in the LCWTA partnership also began participating in the “Dare to Lead” program led by a certified Brene Brown “Dare to Lead” facilitator serving as the Director of Leadership Development at the DCFS. Two critical positions for supporting technology and the learning management system along with a third position responsible for administrative support functions were vacated for an extended period. These positions have been posted.

The LCWTA and Southern University continued to build expertise and capacity by expanding simulation experiences with students/scholars, new workers, supervisors, partners and others. The LCWTA continued to partner with child welfare leadership teams at the regional and state level to assess the learning, transfer of learning, and overall effectiveness of the in home safety planning and CPS Refresher Program implementation. In addition, the LCWTA has collected and analyzed data from participant's training evaluations to compose a list of suggestions for future training. Some of the topics included: mental health of children, developing a child's self-esteem, suicide awareness and prevention, and more modules on human trafficking.

The LCWTA has continued to meet and partner with the LEAF Youth Voice Group. The virtual training to feature youth formally in care as trainers/educators for foster caregivers, child welfare staff and legal partners on the new Foster Youth Bill of Rights Law training is still on hold. Several sessions on Ethnic Hair Care and Attachment trainings were offered to foster caregivers over the past year. Trauma 101 training has been developed and Human Trafficking 101 revisions are almost complete.

**Infrastructure Activities Planned 2023/2024:**

With support from LCWTA/University Alliance, the LCWTA/DCFS will continue building capacity to effectively and efficiently fulfill the LCWTA University Alliance mission to work collaboratively to strengthen recruitment, learning, and retention of child welfare professionals. This will strengthen the child welfare continuum from prevention to permanency and to achieve safety, permanency and well-being outcomes for children and families in Louisiana. Priority areas of focus for SFY 2023/2024 include continuing to proactively address staffing, capacity, and cross-training issues consistent with available resources; strengthening aligned communication and accountability to the LCWTA strategic partnership vision, mission, strategic goals and priorities across the partnership. Work will continue with implementing the new LCWTA learning management system as well as developing and implementing more robust data/learning analytics, evaluation, reporting and CQI processes. It will also strengthen fiscal processes, including processes for review, monitoring, and planning. Learning from the implementation of trainings will inform the development of future programs/courses and related evaluation. Two critical positions for supporting technology and the learning management system along with a third position responsible for administrative support functions were vacated but will be filled this FFY.

The LCWTA will continue to partner with community groups and service providers to offer multidisciplinary training to child welfare professionals and to expand the child welfare trainer and professional development opportunities. The LCWTA is exploring

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opportunities to partner with experienced foster caregivers as co-trainers for training topics such as trauma and grief. One of the new foster parent training sessions in development is on managing the grief of children in care. The trainer plans to include videos and voices of youth with lived experience to offer their perspectives on dealing with loss.

Trauma 101 and Human Trafficking 101 trainings will be offered beginning in July 2023. The LCWTA plans to continue assessing foster/adoptive caregiver training needs through outreach with foster caregivers, child welfare professionals, community partners and child welfare staff. Foster caregiver training needs will continue to be assessed in a variety of ways. A primary mechanism is through the Pelican Center Training and Education monthly meetings. A request was made to develop a course for foster caregivers to provide education on caregiving for Substance Affected infants.

This new course is in development and will be made available in 2023. The LCWTA staff will work within the partnership to prioritize the development of new learning modules including those related to specific topics of mental health of children, developing a child's self-esteem, suicide awareness and prevention, and additional modules on human trafficking.

Training expenditures include travel, per diem, tuition, books and registration fees for trainers; salaries, fringe benefits, travel and per diem for staff development personnel assigned to training functions to the extent of time spent performing such functions; costs of space, postage, training supplies and purchase or development of training material. The following chart outlines actual and projected training expenditures.

Category of Expenditure	Actual FFY 2018	Projected FFY 2019	Actual FFY 2019	Projected FFY 2020	Actual FFY 2020	Projected FFY 2021	Actual FFY 2021	Projected FFY 2022	Actual FFY 2022	Projected FFY 2023
Salaries-cost allocated expenses for staff in the field and state office including stipends and Related Benefits	776,085	895,045	895,044	1,808,278	1,925,458	1,972,895	1,957,625	1,957,625	\$2,160,065	\$2,160,065
Travel	165,098	133,728	134,165	160,084	58,925	160,084	53,467	53,467	\$11,909	\$11,909
Operating Services- advertising, printing, equip. maintenance, rental equipment/ buildings, utilities, telephone services, postage, building security, dues, etc.	2,207	462	27	3,230	3,230	3,230	18,853	18,853	\$462	\$462
Supplies	376	2,783	2,782	4,288	3,525	4,288	3,859	3,859	\$1,830	\$1,830
Acquisitions	0	0	0	0	0	0	0	0	\$0	\$0

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<b>Interagency Transfers</b> -services provided by other state agencies for services such as telephone, insurance, building rentals, indirect cost, printing and advertising	4,663	1,543	1,543	6,191	6,191	6,191	7,145	7,145	\$78,854	\$78,854
<b>Other Charges</b> -contract with university for the purpose of developing child welfare curricula to prepare future graduates for competent practice in child protection, family services, foster care and adoption programs, and training of foster and adoptive parents.	2,861,818	3,440,660	3,357,232	3,308,809	3,418,367	3,308,809	3,760,789	3,760,789	\$3,416,933	\$3,416,933
<b>Total</b>	<b>3,810,247</b>	<b>4,474,221</b>	<b>4,390,793</b>	<b>5,290,880</b>	<b>5,415,696</b>	<b>5,455,497</b>	<b>5,801,738</b>	<b>5,801,738</b>	<b>\$5,670,053</b>	<b>\$5,670,053</b>

**Cost Allocation Methodology:** The Department has exercised the provisions of the Social Security Act, Sections 474(a)(3)(A) and (B); 45 CFR 1356.60(b) and (c), 235.63-235.66(a) to make claims under Title IV-E at the 75% rate and, when appropriate at the 50% rate, for training (including both short-term training and long-term training at educational institutions, through state grants to the public institutions or by direct financial assistance to students enrolled in such institution) of personnel employed or preparing for employment by the state agency. The amount deemed claimable in IV-E is specified in individual contracts with the institutions and individuals.

Budgetary impact is a primary consideration for training; therefore, trainings are provided throughout the tri-areas of the state. If there is a cluster of trainees in a particular area, the training is conducted there. Less travel costs are incurred using this method. The average cost per person will vary based on lodging and meal allowances. The training staff develop the majority of training within the Child Welfare Training Unit. The costs listed below were developed using the formula below and is applied to all child welfare-training courses.

**Travel Costs:** Travel and Training costs for FFY 2023, are as follows:

- **Lodging:** Average \$127.50 (low for Tier I - \$94.00 – high for Tier 2 - \$161.00 per night excluding taxes and surcharge)
- **Meals:** Average of \$55.00 per day; (Tier I - \$51.00 per day: Breakfast \$9.00; Lunch \$13.00; Dinner \$29.00; Tier II (including New Orleans) - \$59.00 per day: Breakfast \$12.00; Lunch \$17.00; Dinner \$30.00.)
- **Trainees' workbooks:** Average cost \$15.00 per workbook

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- **DCFS Trainer Cost:** Average salary cost and benefits of \$70.00 per day per trainer. One eight-hour day of trainer salary is \$560.00. Two trainers teach some courses, (ex. New Worker Orientation) bringing the trainer cost to \$1,120 per day.
- **Contract Trainer Cost:** Average of \$650.00 per day. The Louisiana Child Welfare Training Academy (LCWTA) contracts with trainers at the following rates: \$500.00 per day within their domicile. \$750.00 per day outside of their domicile. This daily rate includes travel, consultations, and other expenses.
- **Training Site:** The figures below are based on a free centralized location (such as state office) therefore; no fees are associated with the minimum and maximum costs.

*\*\*Note: The formulary (below) does not include trainees' salaries, mileage, parking, or telephone calls nor does it include trainer course development time, course update time or preparation time.*

- **Minimum Cost:** For training held at the state office/headquarters or a DCFS regional office with the minimum number of trainees (10) incurring costs of average lodging cost \$127.50 + \$55 for meals and \$15/workbook = \$1,975.00, per day (\$197.50/trainee)
  - With one DCFS trainer: Salary \$560.00 and travel per day \$197.50 (\$757.50) = \$2,732.50 (\$273.25/trainee)
  - With two DCFS trainers: Salary \$1,120.00 and travel per day \$395.00 (\$1,515.00) = \$3,490.00/day (\$349.00/trainee)
  - With Contract Trainer (\$650.00) = \$2,625.00 (\$262.50/trainee)
- **Maximum Cost:** For training held at the state office/headquarters or a regional office with the maximum number of trainees (30) incurring costs of average lodging cost \$127.50 + \$55 for meals and \$15 for workbooks = \$5,925.00 per day (\$197.50/trainee)
  - With one DCFS trainer: Salary \$560.00 and travel per day \$197.50 (\$757.50) = \$6,682.50 (\$222.75/trainee)
  - With two DCFS trainers Salary \$1,120.00 and travel per day \$395.00 (\$1,515.00) = \$7,440.00 (\$248.00/trainee)
  - With Contract Trainer (\$650.00) = \$6,575.00 (\$219.17/trainee)

**Travel Costs:** Travel and Training costs for FFY 2024, are as follows:

- **Lodging:** Average \$128.00 (low for Tier I - \$98.00 – high for Tier 2 - \$158.00 per night excluding taxes and surcharge)
- **Meals:** Average of \$66.50 per day; (Tier I - \$59.00 per day; Tier II, including New Orleans - \$74.00 per day.)
- **Trainees' workbooks:** Average cost \$15.00 per workbook
- **DCFS Trainer Cost:** Average salary cost and benefits of \$70.00 per day per trainer. One eight-hour day of trainer salary is \$560.00. Two trainers teach some courses, (ex. New Worker Orientation) bringing the trainer cost to \$1,120 per day.
- **Contract Trainer Cost:** Average of \$650.00 per day. The Louisiana Child Welfare Training Academy (LCWTA) contracts with trainers at the following rates: \$500.00 per day within their domicile. \$750.00 per day outside of their domicile. This daily rate includes travel, consultations, and other expenses.
- **Training Site:** The figures below are based on a free centralized location (such as state office) therefore; no fees are associated with the minimum and maximum costs.

*\*\*Note: The formulary (below) does not include trainees' salaries, mileage, parking, or telephone calls nor does it include trainer course development time, course update time or preparation time.*

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- **Minimum Cost:** For training held at the state office/headquarters or a DCFS regional office with the minimum number of trainees (10) incurring costs of average lodging cost \$128.00 + \$66.50 for meals and \$15/workbook = \$2,095.00, per day (\$209.50/trainee)
  - With one DCFS trainer: Salary \$560.00 and travel per day \$197.50 (\$757.50) = \$2,732.50 (\$273.25/trainee)
  - With two DCFS trainers: Salary \$1,120.00 and travel per day \$395.00 (\$1,515.00) = \$3,490.00/day (\$349.00/trainee)
  - With Contract Trainer (\$650.00) = \$2,625.00 (\$262.50/trainee)
- **Maximum Cost:** For training held at the state office/headquarters or a regional office with the maximum number of trainees (30) incurring costs of average lodging cost \$128.00 + \$66.50 for meals and \$15 for workbooks = \$6.285.00 per day (\$209.50/trainee)
  - With one DCFS trainer: Salary \$560.00 and travel per day \$197.50 (\$757.50) = \$6,682.50 (\$222.75/trainee)
  - With two DCFS trainers Salary \$1,120.00 and travel per day \$395.00 (\$1,515.00) = \$7,440.00 (\$248.00/trainee)
  - With Contract Trainer (\$650.00) = \$6,575.00 (\$219.17/trainee)

For additional information on ongoing training in the core curriculum, please refer to the DCFS Training and Staff Development Chart in Appendix B.

**Pelican Center Cost Allocation Methodology:** The Department has exercised the provisions of the Social Security Act, Sections 474(a)(3)(A) and (B); 45 CFR 1356.60(b) and (c), 235.63-235.66(a) to make claims under Title IV-E at the 75% rate and, when appropriate at the 50% rate, for training (including both short-term training and long-term training at educational institutions, through state grants to the public institutions or by direct financial assistance to students enrolled in such institution) of personnel employed or preparing for employment by the state agency. The amount deemed claimable in IV-E is specified in individual contracts with the institutions and individuals.

Budgetary impact is a primary consideration for training; therefore, trainings are provided throughout the state to mitigate the need for travel and lodging expenses for the trainees. The costs listed below were developed using the formula below and is applied to all Court Improvement Program training courses.

**Training costs** from July 1, 2021 – June 30, 2022, are as follows:

- **Trainees' Cost:** \$25.00 per attendee, which includes trainee materials, snacks, lunch, and continuing education hours.
- **CIP Training Events:** \$2,000 per training, includes locating and securing training venues, developing paper and social media marketing, prepare and file accreditation applications, prepare and assist with online registration, manage trainee materials, manage AV needs, arrange for all day refreshments/food, venue set up, onsite assistance, follow-up with filing earned credits, send certificates, process post-event paperwork.
- Approximately 40-50 hours per event between five different team members.

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- CLARO Online Training - \$600 each/38 courses in 2019 = \$22,800 annual cost – divided in half to reflect only July to December of 2019. Maintenance of online courses already created in previous years. 10 hours each for annual accreditation application, updates to website for course numbers, PIN, programming annually, filing of course credits, reporting of hours. Approximately 10 hours per course annually between three team members and Mirliton. During the period of July 1 to December 31, 2019 – the courses were viewed 274 times for a total of 480.55 hours of CLE earned.
- CLARO Course Development - \$5000 in 2019 – Transition of Mock Court Video to Online Course. Approximately 100 hours for the series between one team member, Pelican Center staff and Mirliton. CLARO training expenses during the January 1 to June 30, 2020 were restricted to course editing to prepare for the new website and learning management system. 29 hours (@\$65/hour = \$1885) were spent editing the mock court videos and preparing the LGBTQ course by Gary Mallon, DSW.
- Transition Assistance from in-person to Virtual Live Training for CIP events –\$747.50 total (11.5 hours @ \$65/hour) of coaching and practice sessions for Fundamentals of Child Welfare session to be offered online instead of in-person with preparation, practice, debriefing after practice, equipment set up, revisions to materials to fit online distribution. Additional costs involved zoom subscription for a single meeting space of \$156.57 annual expense for 100-person meeting space. Sessions can be recorded for later use.
- *GoToTraining* is used for live in-person training and the subscription per year is \$1247.13. It accommodates up to 1000 people, can be recorded and allows for playback at a later date.
- LDAA Conference in July 2020 – most everything was planned in May and June of 2020. The coordination fee was \$2000. It was a virtual event of two half-days with 76 registered attendees – primarily from the District Attorney’s Offices across the state. All attendees were admitted without registration fee. It was held on July 20-21, 2020.
- **Contract Trainer Cost:** Average of \$650.00 per day. The Pelican Center for Children and Families (PC) contracts with trainers at the following rates: \$500.00 per day within their domicile. \$750.00 per day outside of their domicile. This daily rate includes travel, consultations, and other expenses.
- **Per Diem Contract Trainer Cost:** \$1,500 - \$1,700 to facilitate one 6-hour training – includes preparation, delivery of training, development of pre and post assessment and evaluation.

**Training costs** from July 1, 2022 – June 30, 2023, are as follows:

**Trainees’ Cost:** \$35.00 per attendee, which includes trainee materials, snacks, lunch, and continuing education hours.

**CIP Training Events:**

- In-person and Virtual Trainings: The cost for each full day of in-person or virtual training is \$2,000 and \$1,000 for each 1-4 hour half-day of in-person or virtual training for up to a maximum of \$64,000 annually. Training cost includes locating and securing training venues, developing paper and social media marketing, preparing and filing accreditation applications, preparing and assisting with online registration, managing trainee materials, managing AV needs, arranging for all-day

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refreshments/food, setting up venue, assisting onsite, following up with filing earned credits, sending certificates, and processing post-event paperwork.

- CLARO Website: The cost for the design, development, enhancement, and maintenance of the CLARO website is \$23,743.
- Together We Can (TWC) Conference: The cost of hosting the annual TWC conference is \$34,675.
- CIP Training Course Development: The cost for CIP course development is \$75 per hour for up to a maximum of \$15,000 annually.

**Contract Trainer Cost:** The trainer cost is \$500.00 per day for those training within their domicile. It is \$750.00 per day for trainers training outside of their domicile. This daily rate includes travel, consultations, and other expenses.

**Per Diem Contract Trainer Cost:** The average per diem cost per trainer is \$1,500 - \$1,700 to facilitate one 6-hour training – which includes preparation, delivery of training, and development of pre and post-assessment and evaluation.

For additional information on ongoing training in the core curriculum, please refer to the DCFS Training and Staff Development Chart in Appendix B.

- F. CHILD ABUSE PREVENTION AND TREATMENT ACT (CAPTA):** The Department of Children and Family Services (DCFS) is designated to manage the Child Abuse and Prevention Treatment Act (CAPTA) grant funds. CAPTA funds are utilized with Title IV- B funds and Social Services Block Grant (SSBG) funds in Louisiana to prevent, identify, and treat child abuse and neglect situations.

This plan, which complies with the CAPTA Reauthorization Act of 2010, Public Law 111-320, profiles services provided and will remain in effect for the duration of the state's participation in the grant program. The state assures periodic review and revisions to the plan to reflect any changes in strategies or programs. The state provides notice of any substantive changes relating to the prevention of child abuse and neglect that may affect eligibility for the grant program including statutory and regulatory changes.

The following pages describe how the funds provided under CAPTA were and will be used to address the purposes of the grant and achieve the objectives of the grant. Substantive changes to the use of CAPTA funds include the funding of services related to Human Trafficking (HT). Louisiana is fully compliant with all federal legislation related to HT. DCFS has amended its policies related to disclosure of fatalities and near fatalities to direct that the Department shall share information on these cases. In practice, and for many years, DCFS has always shared the information on fatalities and near fatalities when requested.

Most recently, and to comply with Public Law 114-198, House Bill 678 passed the state legislature and on June 22, 2017 the Governor signed Act 359. The Department then promulgated an emergency rule that went into effect on October 1, 2017. Provisions of the act that were amended on January 7, 2019, by the Victims of Child Abuse Reauthorization Act of 2018, Public Law 115-424.

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**PROGRAM AREAS SUPPORTED BY CAPTA FUNDS:** In accordance with section 106(b) (1) (A) of CAPTA, the state addresses services and programs with grant funds in order to improve the child protective service system of the state. Of the program areas allowable under CAPTA guidelines, the state utilizes funds in the following program areas:

- Intake, assessment, screening, and investigation of child abuse and neglect reports;
- Risk and safety assessment protocols;
- Programs and procedures for the identification, prevention, and treatment of child abuse and neglect;
- Implementing criminal records checks for prospective foster and adoptive parents and other adults in their homes;
- Improving the skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protection system, including training and improvements in the recruitment and retention of caseworkers;
- Development and implementation of procedures for collaboration among child protection services, domestic violence, and, other agencies; and services to disabled infants with life threatening injuries;
- Addressing the needs of infants born with prenatal drug exposure;
- Referring child not at risk of imminent harm to community services
- Protecting the legal rights of families and alleged perpetrator
- Multi-disciplinary outreach, consultation or coordination the state has taken to support implementation with substance abuse treatment authority, hospitals, health care professionals and public health agencies.
- Current monitoring process for Plans of safe Care
- Supporting Citizen Review Panels

**PROGRAM AREAS:** Intake, assessment, screening, and investigation of child abuse and neglect reports.

**SERVICES PROVIDED:**

1. **Centralized Intake (CI) Service Description** – A CI system was developed by DCFS in 2011 and provides a centralized child abuse reporting hotline telephone service (1-855-452-5437) that is available 24 hours a day, 7 days a week (24/7). The Department contracts with a vendor, Young Williams, to enable provision of this service. The hotline is operated by Child Protection Services (CPS) teleworkers who work from home and are stationed throughout the state. The DCFS call center provides 24/7 back-up services for the child abuse reporting hotline. The Department strives to have 85% of calls go directly to an intake worker and the speed to answer goal is no more than 4 minutes; however, if a caller does not wish to wait for the next available intake worker a callback option can be chosen by the caller and they will not lose their place in the queue.

Staff are selected based on the following guidelines/ qualities:

- Experience in the CPS Program;
- Proficient in TIPS/ACCESS searches;
- Excellent computer, writing and typing skills;

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- Ability to multi-task such as entering data, interviewing the reporter and searching for the client in TIPS and ACCESS;
- Excellent speaking and communication skills.
- Recapping information throughout the call to assure the reporter that the report information is being captured accurately; and
- Closing the call by answering any final questions and thanking them.

**CI Update FFY 2021:** The focus of child-safety through the Child Welfare Assessment and Decision Making model (CWADM), with continued assessments at the intake level. With a goal of improving information collection to support accurate assessments and disposition. The areas of assessment were aligned and implemented. Weekly unit-wide briefings are held and videos of briefings are made available for staff to reinforce the concepts and practices of the CWADM model. The number of intakes received during FFY 2020 by 7,966. The lowest percentage of acceptance during the current reporting period is 32.7% and the highest 33.9%. (Additional information regarding Centralized Intake (CI) can be located in Section 4: Services – Child Welfare Continuum section).

**Number of Intakes Received and Acceptance Rate:** The number of intakes received during FFY 2020 decreased by 7,966. The lowest percentage of acceptance during the current reporting period is 32.7% and the highest 33.9%. (Additional information regarding Centralized Intake (CI) can be located in Section 4: Services – Child Welfare Continuum section.)

Number of Intakes Received and Percentage of Intakes Accepted for CPS Services													
Month	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	March 2020	April 2020	May 2020	June 2020	July 2020	Aug 2020	Sept 2020	Total
# of reports received FFY 2020	5,096	3,878	3,951	4,694	4,317	3,762	2,327	2,871	3,209	3,406	3,568	4,079	45,158
% of Reports Accepted FFY 2020	37.5% (1,913)	38.0% (1,474)	37.1% (1,465)	36.1% (1,693)	34.1% (1,473)	33.7% (1,267)	30.6% (713)	36.5% (1,047)	33.7% (1,080)	34.3% (1,169)	36.9% (1,316)	35.5% (1,450)	35.6% (16,060)

Number of Intakes Received and Percentage of Intakes Accepted for CPS Services													
Month	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	March 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	
Number of reports received FFY 2020	4,202	3,775	3,758	3,890	3,572	4,907							
% of Reports Accepted FFY 2020	35.9% (1,509)	34.8% (1,305)	32.7% (1,228)	37.17% (1,446)	34.01% (1,215)	33.74% (1,656)							

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**Call Response Metrics: Analyzing and Improving Response To Calls:** Two goal metrics for strategic planning were set at 85% of calls going directly to an intake worker, and speed to answer goal of no more than 4 minutes.

**Number of Mandated Reporter Portal Reports Received and Total Calls Received:**

**Call Summary:** The lowest number of call received occurred in the month of April 2020 with CI receiving 5,675 calls. Prior to the pandemic in April 2019, CI received 7,112 calls, which was a decrease of 21% at the beginning of the pandemic. CI calls are returning to pre-pandemic numbers as indicated by 6,931 calls received in March 2021.

**Mandated Reporter Summary:** The lowest number of written reports entered by mandated reporters during the pandemic were 815 in April 2020. CI received 2,017 reports in April 2019, which indicates 40% decrease in 2020 when compared to pre-pandemic numbers. Virtual learning contributed to the decrease in percentages due to less face-to-face-contact between students and teachers. As virtual learning decreases and return to classroom teaching increases, the number of portals are more aligned with the numbers prior to the pandemic.

Month	Total Calls	#MRP Reports (Mandated Reporter Portal)	*Total Received
January 2020	7,290	2,284	9,574
February 2020	6,323	2,115	8,438
March 2020	6,187	1,747	7,934
April 2020	5,675	815	6,490
May 2020	3,687	1,034	4,721
June 2020	5,342	1,099	6,441
July 2020	5,666	1,182	6,848
August 2020	6,002	1,430	7,432
September 2020	6,731	1,803	8,534
October 2020	6,195	1,994	8,189
November 2020	5,331	1,757	7,088
December 2020	5,167	1,715	6,882
January 2021	5,567	1,453	7,020
February 2021	5,554	1,805	7,359
March 2021	6,931	2,579	9,510

*\*Total Received – This number represents total calls and mandated reports through on-line portal.*

**Speed to answer:** CI maintained the goal of answering calls within four (4) minutes through February 2021. The time increased in March 2021. The average speed to answer (ASA) remained below 10 minutes for over 28 days each month.

Calls – Speed to Answer		
Month	Average Speed to Answer	#Days ASA Below 10 Minutes
March 2020	3.24	28
April 2020	.97	30
May 2020	1.24	30
June 2020	1.04	30
July 2020	1.27	30
August 2020	1.76	29

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September 2020	2.39	30
October 2020	1.86	31
November 2020	1.77	30
December 2020	1.52	31
January 2021	1.96	31
February 2021	3.41	27
March 2021	5.89	27

*\*March 2020-December 2020 COVID 19 Data. During COVID19 pandemic, the number of calls decreased, especially during the time of school virtual learning.*

**CI Activities Planned for FFY 2022:** CI will continue the efforts to focus on child safety and improving information collection to promote accurate assessments decision making at the intake level. We anticipate the redesign of the intake, which will be implemented through CCWIS, will improve the quality of written reports from mandated reporters and contribute to better information collection thereby leading to improved decision-making at intake. The goals for receipt of calls include an average speed to answer of four (4) minutes or under and 85% of calls going directly to an intake worker.

**CI Update for FFY 2022:** The focus for the DCFS CI unit for FFY 2022 was enhancing the processes and a formal redesign of the quality assurance process. A DCFS Child Welfare Consultant, in collaboration with the CI Management Team, enhanced the Worker Orientation training for new hires and transfers. This training was also used for ongoing training of current staff. The management staff and Child Welfare Consultant continued the redesign of the intake Quality Assurance processes with a focus on competency development. This included measurement and identification of trends through the collection of data from calls reviews by supervisors, state office reviews, management reviews of intake reports, and the daily End of Shift reports from direct supervisors. This has allowed for in-service training and a live feedback/training loop to be utilized for trends identified. In addition, daily management reviews of intakes provides opportunity for real-time feedback. Child Welfare Consultant monthly meetings with the management team was also implemented to further focus this competency building work.

**Number of Intakes Received and Acceptance Rate:** The number of intakes received during FFY 2021 (47,089) increased by 1,931 from FFY 2020 (45,158). The lowest percentage of acceptance during the current reporting period is 32.57% and the highest 39.2%.

Number of Intakes Received and Percentage of Intakes Accepted for CPS Services													
Month	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	March 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Total
Number of reports received FFY 2021	4,202	3,775	3,578	3,890	3,572	4,907	4,448	4,117	3,542	3,280	3,764	4,014	47,089
% of Reports Accepted FFY 2021	35.9%	34.8%	34.24%	37.17%	34.01%	33.74%	35.43%	33.37%	33.6%	34.09%	32.57%	33.61%	34.38%
	(1,509)	(1,305)	(1,225)	(1,446)	(1,215)	(1,656)	(1,576)	(1,374)	(1,190)	(1,118)	(1,226)	(1,349)	(16,189)

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Number of Intakes Received and Percentage of Intakes Accepted for CPS Services													
Month	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	March 2022	April 2022	May 2022	June 2022	July 2022	Aug 2022	Sept 2022	Total
Number of reports received FFY2022	4,864	4,432	3,959	3,956	4,453	4,854							
% of Reports Accepted FFY2022	34.15% (1,661)	35.60% (1,578)	36.70% (1,453)	39.2% (1,549)	35.9% (1,599)	38.2% (1,854)							

Reports that do not meet the legal definition of abuse or abuse/neglect, or the alleged perpetrator is not an individual whom DCFS is authorized to investigate are screened out. The chart below reports the number of reports screened out by disposition type.

FFY October 1, 2020-September 30, 2021 Intakes Screened Out by Category – (Did not meet the legal criteria for DCFS Involvement)	TOTALS	Percentage
Refer to Open Foster Care Case	544	1.2%
Refer to Other Agency	952	2.0%
Incorporate Additional Information to an Existing Investigation	4,116	8.7%
Protective Service Alert	16	0.0%
No Action Required	18,772	39.9%
Information Provided to Reporter	425	0.9%
Refer to Law Enforcement	4,761	10.1%
Refer to Open Family Services Case	297	0.6%
Refer to FINS	1,004	2.1%
<b>TOTAL Screened Out</b>	<b>30,887</b>	<b>65.6%</b>

**Call Response Metrics: Analyzing and Improving Response To Calls:** Two goal metrics for strategic planning were set: 1- speed to answer each call below 10 minutes per each 24 hour day and 2- 85% of calls going directly to an intake worker.

**1. Goal: Speed to answer below 10 minutes per each 24 hour day.**

Calls – Speed to Answer		
Month	Average Speed to Answer	#Days ASA Below 10 Minutes
March 2021	1.96	31
April 2021	6.52	25
May 2021	1.79	31

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<b>June 2021</b>	2.24	29
<b>July 2021</b>	1.69	29
<b>August 2021</b>	3.18	30
<b>September 2021</b>	3.04	28
<b>October 2021</b>	7.62	24
<b>November 2021</b>	1.77	25
<b>*December 2021</b>	15.48	20
<b>*January 2022</b>	12.51	23
<b>*February 2022</b>	18.81	14
<b>*March 2022</b>	16.29	12

\*Note: There was an increase in Average Speed to Answer from December 2021 – to March 2022. During this period, there were several intake worker vacancies and an increase in calls based on fewer restrictions due to COVID.

**2. Goal of 85% Percent of Calls Answered Directly by Intake Worker (Live and Callbacks)**

<b>Month</b>	<b>Percentage of Response</b>
<b>March 2021</b>	84%
<b>April 2021</b>	82%
<b>May 2021</b>	90%
<b>June 2021</b>	88%
<b>July 2021</b>	90%
<b>August 2021</b>	88%
<b>September 2021</b>	89%
<b>October 2021</b>	78%
<b>November 2021</b>	71%
<b>*December 2021</b>	77%
<b>*January 2022</b>	80%
<b>*February 2022</b>	75%
<b>*March 2022</b>	78%

Total Average between March 2021 through March 2022 was 82%

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**Speed to answer:** CI maintained the goal of answering calls within ten (10) minutes 25 days or more each month through November 2021. The time to answer a call increased in December of 2021 due to several intake worker vacancies and an increase in calls based on fewer COVID restrictions.

**Number of Mandated Reporter Portal Reports Received and Total Calls Received:**

**Call Summary:** The lowest number of calls received from mandated reporters occurred in the month of November 2021 with CI receiving 5,331 calls. This number was the same in November of 2020. The highest number of calls received occurred in October 2021 with CI receiving 7,192 which indicated a 13.86% increase from 6,195 calls received in October of 2020. The number of calls received from mandated reporters continues to return to pre-COVID numbers.

**Mandated Reporter Summary:** The lowest number of written reports entered by mandated reporters for non-emergency situations during this reporting period was in July of 2021 in which CI received 1,224. This number increased by 42 reports from the total number of reports received in July of 2020. The highest number of written reports entered by mandated reporters through the mandated reporter portal was 2,726 in March 2022. This is a 5.39% increase from March of 2021.

Month	Total Calls	#MRP Reports (Mandated Reporter Portal)	*Total Received
January 2021	5,567	1,915	7,482
February 2021	5,554	1,805	7,359
March 2021	6,932	2,579	9,551
April 2021	6,509	2,251	8,760
May 2021	5,522	1,958	7,480
June 2021	5,541	1,355	6,896
July 2021	5,827	1,224	7,051
August 2021	6,381	1,741	8,122
September 2021	6,220	2,022	8,242
October 2021	7,192	2,554	9,243
November 2021	5,331	2,598	7,929
December 2021	5,849	2,051	7,900
January 2022	5,919	2,017	7,940
February 2022	6,498	2,654	8,028
March 2022	6,892	2,726	9,618

*\*Total Received – This number represents total calls and mandated reports through on-line portal.*

**CI Activities Planned for FFY 2023:** The goal for the DCFS CI unit in FFY 2023 will be to focus on critical thinking skills, custody status and safety, review of prior DCFS history and enhanced decision-making competencies along with skill-building. In addition, there will be continued implementation of Quality Assurance processes and exploration of other core Quality Assurance processes and practices to incorporate into the current framework.

**CI Update for FFY 2023:** During the FFY 2023, the Centralized Intake unit was allocated another Child Welfare Manager 2. The unit separated operations and program development with the new manager overseeing the program part of the unit. The vision for this position

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is oversight, further development of QA, Competency Training, and Policy Management. One consultant was also added to the unit whose primary focus is dedicated to QA and Training.

The QA instruments focused on all levels of competencies including workers, supervisors, and managers. The use of the technology platform allows real-time entry and removes repetitive entries and redundancies. The benefits are identifying and intervening in situations that need to be addressed immediately and identifying trends for the development of individuals and unit-wide training. The process also provided a structure and feedback loop for ongoing learning, training, competencies, and professional growth.

The DCFS reinstated face-to-face new worker specialized intake orientation and training for new hours. These were interrupted by COVID-19. The Department has requested more worker positions, supervisor positions, and a Child Welfare Manager 1. The increase in worker positions will help to meet the need to reduce wait times, callbacks, abandoned calls, and lower supervisor queues which will increase the timeliness of intake approvals and reduce delays.

**Number of Intakes Received and Acceptance Rate:** The number of intakes received during FFY 2022 (51,639) increased by 10% when compared to FFY 2021 (47,089) which was the lowest percentage of acceptance during the current reporting period. The percentage of acceptance has been on a steady increase. This increase may be attributed to more community awareness and a process of increased callbacks to Mandated Reporters when there is insufficient information.

Number of Intakes Received and Percentage of Intakes Accepted for CPS Services													
Month	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	March 2022	April 2022	May 2022	June 2022	July 2022	Aug 2022	Sept 2022	Total
Number of reports received FFY2022	4,864	4,432	3,959	3,956	4,453	4,854	4503	4427	3409	3189	4534	5057	51,639
% of Reports Accepted FFY2022	34.15%	35.60%	36.70%	39.2%	35.9%	38.2%	38%	38%	39%	40.8%	46.91%	51.6%	39.5%
	(1,661)	(1,578)	(1,453)	(1,549)	(1,599)	(1,854)	(1,707)	(1,682)	(1,338)	(1,301)	(2,127)	(2,604)	(20,438)

Number of Intakes Received and Percentage of Intakes Accepted for CPS Services													
Month	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	March 2023	April 2023	May 2023	June 2023	July 2023	Aug 2023	Sept 2023	Total
Number of reports received FFY2023	4678	4267	3683	4752	4364	5199	4,201						
% of Reports Accepted FFY2023	50.57%	53.83%	52.92%	53%	48.95%	50.63%	51%						
	(2366)	(2297)	(1949)	(2519)	(2136)	(2632)	(2,148)						

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Reports that do not meet the legal definition of abuse or abuse/neglect, or the alleged perpetrator is not an individual whom the DCFS is authorized to investigate are screened out. The chart below represent the number of reports screened out by disposition type:

FFY October 1, 2021-September 30, 2022 Intakes Screened Out by Category – (Did not meet the legal criteria for DCFS Involvement)	TOTALS	Percentage
Refer to Open Foster Care Case	457	.9
Refer to Other Agency	962	1.9
Incorporate Additional Information to an Existing Investigation – Does Not Meet Elements	635	1.3
Incorporate Additional Information to an Existing Investigation – Meets Elements	686	1.3
Incorporate Additional Information to an Existing Investigation – New Allegations	432	.8
Protective Service Alert	16	.03
No Action Required	16,740	32.4
Information Provided to Reporter	426	.8
Refer to Law Enforcement	5,233	10
Refer to Open Family Services Case	255	.5
Refer to FINS	1,138	2.2
<b>TOTAL Screened Out</b>		

**Call Response Metrics: Analyzing and Improving Response To Calls:** A two goal metrics for strategic planning was set with one goal of having the speed to answer for each call below 10 minutes per 24 hour day and the other goal of having 85% of calls going directly to an intake worker. There was a high increase in Average Speed to Answer after September 2022. During this period of time, there was a substantial increase in Mandated Reporter Portals (MRP) which contributed to higher wait times.

**1. Goal: Average Speed to Answer:**

Month	Average Speed to Answer (Minutes)
Mar-22	16.29
Apr-22	11.92
May-22	12.06
Jun-22	3.35
Jul-22	5.43
Aug-22	15.96
Sep-22	20.72
Oct-22	13.06
Nov-22	23.36
Dec-22	16.32
Jan-23	30.79

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Feb-23	29.3
Mar-23	52.66
Apr-23	47.00

**2. Goal of 85% Percent of Calls Answered Directly by Intake Worker (Live and Callbacks):**

Month	Percentage of Response
Mar-22	78%
Apr-22	79%
May-22	82%
Jun-22	87%
Jul-22	85%
Aug-22	80%
Sep-22	77%
Oct-22	79%
Nov-22	77%
Dec-22	80%
Jan-23	74%
Feb-23	76%
Mar-23	76.88%
Apr-23	70%

**Number of Mandated Reporter Portal Reports Received and Total Calls Received:**

**Call Summary:** The number of calls and intakes routed to Centralized Intake have returned to pre-COVID 19 numbers.

**Mandated Reporter Summary:** In accordance with Louisiana R.S. 14:403, all MRPs are required to report the abuse or neglect of a child. However, not all reports by MRPs result in a DCFS intake but each report require an action by a DCFS intake worker. Louisiana’s law on mandated reporting, requires that all reports that are made orally by mandated reporters must be followed by a written report to DCFS within five days. This may occur either by entering a follow-up report online or by mailing the CPI-2 form to the DCFS Centralized Intake office.

During the FFY 2023, the lowest number of written reports entered by mandated reporters during this reporting period were in July and December. This could be contributed to schools being out for summer break and the Christmas Holiday. This is not uncommon when compared to previous years.

On January 1, 2023, a new law went into effect regarding Juvenile Sex Trafficking. The new law requires all Mandated Reporters to call the child abuse hotline for suspicions of Juvenile Sex Trafficking regardless of suspected culpability by a parent/caretaker.

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Month	Total Calls	#MRP Reports (Mandated Reporter Portal)	*Total Received
April 2022	6313	2454	8767
May 2022	6716	2272	8988
June 2022	5922	1452	7374
July 2022	5474	1308	6782
August 2022	6698	2440	9138
September 2022	6631	3073	9704
October 2022	5644	2644	8288
November 2022	5753	1658	7411
December 2022	4703	1370	6703
January 2023	5942	2011	7953
February 2023	5272	2669	7941
March 2023	6842	3277	10,119
April 2023	5,838	2,159	7,997
May 2023			
June 2023			

*\*Total Received – This number represents total calls and mandated reports through on-line portal.*

**CI Activities Planned for FFY 2024:** The DCFS will continue to work to improve competencies through the redesign and development of a curriculum for new worker orientation and ongoing training for all CI staff through training modules. This will be driven by the data collected through the QA process, which includes random reviews of intakes, managerial and consultant reviews, consultant call reviews, and the inquiry mailbox.

A restructuring of the location of policies will be reviewed, this will reduce confusion and reduce the multiple references throughout CI policies in multiple sections. Feedback and reviews have identified unclear policies and/or misinterpretations. The goals moving forward will be to work on clarification, location, and ambiguous policies.

**ALLOWABLE AREA:** Risk and Safety Assessment Protocols

**SERVICES PROVIDED:**

2. **Structured Decision Making (SDM®) Service Description** – The SDM® model incorporates a set of evidence-based assessment tools and decision-making guidelines designed to provide a higher level of consistency and validity throughout the case process. Goals of the SDM® model are to reduce subsequent harm to children, to reduce recidivism on validated cases of abuse/neglect and/or foster care placements, and to reduce permanency timelines. These goals are accomplished by introducing structure to critical decision-making points, increasing consistency and validity of decisions, targeting resources on families most at risk and using aggregated assessment and decision making data to inform agency-wide monitoring, planning and budgeting. Components of the SDM® model include a series of tools used to assess families and structure agency responses at specific decision-making points that range from intake to reunification. The SDM® model utilizes service levels (high, medium, low) with differentiated minimum

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standards for each level, and targets those families that score at the highest levels of risk and needs as priority.

CQI continued the mentoring project for CPS supervisors. There were ongoing trainings and consultations scheduled to enhance the staff's ability to complete the SDM correctly, as well as to use the information accurately as it relates to determining case closure, referral for services or removal. The CPS email address, [dcfs.childprotectiveservices@la.gov](mailto:dcfs.childprotectiveservices@la.gov), was utilized as a point of contact by field staff to submit questions/concerns as it relates to risk assessments and/or completion of the risk assessment instrument.

**SDM® Update FFY 2020:**

Area of Practice	FFY 2019 Q1 Oct 1 – Dec 31, 2018		FFY 2019 Q2 Jan 1 – Mar 31, 2019		FFY 2019 Q3 Apr 1 – Jun 30, 2019		FFY 2019 Q4 Jul 1 – Sept 30, 2019	
	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%
Correct Household	36	100	37	94	34	94	30	100
Timely Approval	20	85	16	75	17	82	11	82
Consistency	20	85	16	81	17	71	11	82

Area of Practice	FFY 2020 Q1 Oct 1 – Dec 31, 2019		FFY 2020 Q2 Jan 1 – Mar 31, 2020		FFY 2020 Q3 Apr 1 – Jun 30, 2020		FFY 2020 Q4 Jul 1 – Sept 30, 2020	
	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%
Correct Household	28	100	24	100	20	100	15	100
Timely Approval	13	81	8	100	6	83.3	6	67
Consistency	14	88	8	88	14	83.3	6	33.3

Area of Practice	FFY 2021 Q1 Oct 1 – Dec 31, 2020		FFY 2021 Q2 Jan 1 – Mar 31, 2021		FFY 2021 Q3 Apr 1 – Jun 30, 2021		FFY 2021 Q4 Jul 1 – Sept 30, 2021	
	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%
Correct Household	21	100	24	100				
Timely Approval	11	91	5	20				
Consistency	11	73	5	60				

Child Protective Services (CPS) conducts Initial Risk Assessment using the SDM to determine the likelihood of the family coming to the attention of DCFS again if the DCFS does not intervene or provide services. Family Services conducts an in-home risk assessment for children in the homes. All cases with a goal of reunification referred to Foster Care because of child abuse and/or neglect shall be assessed for safety and risk, using the Structured Decision Making Risk Assessment Tool. The Structured Decision Making (SDM) Risk Assessment and Reunification Reassessment is the process used to

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determine the degree to which the child may be at risk of future maltreatment within the next 18-24 months. The Out-of-Home Reunification Reassessment is the tool used to assess the caregivers' progress toward achieving case plan goals, which are focused on increasing protective capacities to address threats of danger.

The initial SDM Risk Assessment is used to identify families who have low, moderate, high or very high probabilities (levels) of future abuse and/ or neglect. The Initial SDM Risk Assessment determines if a family is more or less likely to have another incident without further intervention by the Department.

The SDM Out-of-Home Reunification "Reassessment", which includes a risk determination from the most recent investigation, an evaluation of case plan progress, a visitation plan evaluation and a safety review informs decision making regarding reunification of a child with the family and permanency for the child. The Reassessment determines the frequency of contact with the parent. The Reassessment is completed three months (90 days) after the case was opened in foster care (FC) every three months (90 days) thereafter, prior to each case plan review as long as a case plan goal remains reunification and any time there is a significant change in family circumstances. When a case plan review is approaching, the reassessment should occur prior to the initiation of planning, even if that means the reassessment occurs a few weeks early. When completing the Reassessment, a Safety Review is completed as part of that assessment and a Form 5, Safety Assessment shall be completed to assess if any child is still considered unsafe. The safety assessment and risk assessment shall be used in combination to determine case planning and prior to considering a trial placement or immediate reunification.

In comparing data from 2018 to the average quarter data in 2019, there was a decrease of 4.32% in data completing the risk assessment on the correct household. Child Protective Services (CPS) conducts an Initial Risk Assessment using the SDM to determine the likelihood of the family coming to the attention of DCFS again if the DCFS does not intervene or provide services. Family Services conducts an in-home risk assessment for children in the homes. During the first quarter of FFY 2019, thirty (30) cases were reviewed, and of the thirty, 100% were completed on the correct household; twenty cases, or 85%, had timely approval of the risk assessment; and twenty cases, or 85% had consistency of information on the risk assessment. During the second quarter, thirty-nine (39) cases were reviewed, and of those cases, thirty-seven, or 94%, were completed on the correct household; 75% had timely approval of the risk assessment; and 81% had consistency of information on the risk assessment. In the third quarter, thirty-six (36) cases were reviewed and of those, thirty-four or 94% was completed on the correct household, 82% had timely approval of the risk assessment; and 71% had consistency of information on the risk assessment. During the fourth quarter 30 cases were reviewed, and of those 100% were completed on the correct household; 82% had timely approval of the risk assessment; and 82% had consistency of information on the risk assessment.

**SDM® Activities Planned for FFY 2022:** Continuous Quality Improvement staff (CQI) along with program staff will review the SDM tools for accurate completion. When deemed necessary, training and consultation will be offered to frontline staff to enhance their

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knowledge and skills related to completion and use of the SDM® tool. DCFS will make available to child welfare specialists and supervisors, staff training and consultation in the use of SDM tools and guidelines in the assessment. Coaching and mentoring with supervisors will incorporate the use of these guidelines and processes in examining risks, safety threats, and safety planning for children throughout the life of the case.

**SDM® Activities Update for FFY 2022:**

Area of Practice	FFY 2021 Q1 Oct 1 – Dec 31, 2020		FFY 2021 Q2 Jan 1 – Mar 31, 2021		FFY 2021 Q3 Apr 1 – Jun 30, 2021		FFY 2021 Q4 Jul 1 – Sept 30, 2021	
	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%
Correct Household	21	100	24	100	19	100	30	91
Timely Approval	11	91	5	20	7	87.5	11	100
Consistency	11	73	5	60	6	75	10	91

Area of Practice	FFY 2022 Q1 Oct 1 – Dec 31, 2021		FFY 2022 Q2 Jan 1 – Mar 31, 2022		FFY 2022 Q3 Apr 1 – Jun 30, 2022		FFY 2022 Q4 Jul 1 – Sept 30, 2022	
	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%
Correct Household	25	100	16	100				
Timely Approval	10	100	5	71.4				
Consistency	7	70	7	100				

Data collected in FFY 2021 shows that Louisiana was consistent in completing Initial SDM Risk Assessments on the correct household members. Assessments were completed on 100% of correct households in Quarters 1 through Quarter 3. In Quarter 4, there was a slight decline to 91% of correct households. The highest rating for timely approval of SDMs occurred in Quarter 4 with 11 applicable cases for 100%. The lowest quarter rating was 20% in Quarter 2 when 5 cases had timely approval of assessments. The ratings for consistency of information in assessments fluctuated during FFY2021. In Quarter 1 the rating was 73% but dropped to 60% in Quarter 2. An upward trend began in Quarter 3 with 75% and 91% for Quarter 4.

In FFY 2021 and FFY 2022 CQI staff continued to conduct consultations with frontline staff to enhance the staff's ability to complete the SDM correctly, as well as to use the information accurately as it relates to determining case closure, referral for services or removal.

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**SDM® Activities Planned for FFY 2023:** Continuous Quality Improvement staff (CQI) along with program staff will continue to review the SDM tools for accurate completion. CQI will continue to provide feedback concerning the accurate completion of SDM tools to frontline staff and supervisors during case review exit meetings. When deemed necessary, training and consultation will be offered to enhance their knowledge and skills related to completion and use of the SDM® tool.

**SDM® Activities Update for FFY 2023:**

Area of Practice	FFY 2021 Q1 Oct 1 – Dec 31, 2020		FFY 2021 Q2 Jan 1 – Mar 31, 2021		FFY 2021 Q3 Apr 1 – Jun 30, 2021		FFY 2021 Q4 Jul 1 – Sept 30, 2021	
	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%
Correct Household	21	100	24	100	19	100	30	91
Timely Approval	11	91	5	20	7	87.5	11	100
Consistency	11	73	5	60	6	75	10	91

Area of Practice	FFY 2022 Q1 Oct 1 – Dec 31, 2021		FFY 2022 Q2 Jan 1 – Mar 31, 2022		FFY 2022 Q3 Apr 1 – Jun 30, 2022		FFY 2022 Q4 Jul 1 – Sept 30, 2022	
	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%	# of Cases Meeting Practice	%
Correct Household	25	100	16	100	16	85.7%	19	100
Timely Approval	10	100	5	71.4	4	66.7%	6	66.7
Consistency	7	70	7	100	6	85.7%	9	100

Data collected in FFY 2023 shows that Louisiana DCFS was mostly consistent in completing Initial SDM Risk Assessments on the correct household members. Assessments were completed on 100% of correct households in Quarters 1, Quarter 2 and Quarter 4. In Quarter 3, there was a slight decline to 85.7% of correct households.

The highest rating for timely approval of SDMs occurred in Quarter 1 of 2023 with 10 applicable cases for 100%. The lowest quarter rating was 66.7% in Quarter 3 and Quarter 4. The ratings for consistency of information in assessments fluctuated during FFY2023. In Quarter 1, the rating was 70% but increased to 100% in Quarter 2. Another decrease occurred in Q3, resulting in 85.7% of the cases meeting practice expectations. An increase was seen in Quarter 4 to 100% of the cases meeting practice expectations.

In FFY 2023, the CQI staff continued to conduct consultations with frontline staff to enhance the staff's ability to complete the SDM correctly, as well as to use the information accurately as it relates to determining case closure, referral for services or removal. The

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data for FFY 2024 Q1 was not captured during the transition and reallocation of duties of the CQI team.

**SDM® Activities Planned for FFY 2024:** Continuous Quality Improvement staff (CQI) along with program staff will continue to review the SDM tools for accurate completion. CQI will continue to provide feedback concerning the accurate completion of SDM tools to frontline staff and supervisors during case review exit meetings. When deemed necessary, training and consultation will be offered to enhance their knowledge and skills related to completion and use of the SDM® tool.

3. **ACCESS 2.0- Service Description** – The Department began using ACCESS 2.0 in June 2018. A Comprehensive Enterprise Social Services System (ACCESS) is the statewide system for intake of all reports of child abuse and neglect. This information management system contains intake records (CI) that are assigned to the CPS program. ACCESS used to serve as the electronic case record for all intakes, child abuse and neglect reports and CPS services until the development and implementation of On-Base. ACCESS provides some case management tools. The Department continues to address system issues for optimal performance.

ACCESS 2.0 gathers all the new data that is required by CARA. ACCESS 2.0 captures data in regards to notifications of newborns who exhibit symptoms of withdrawal or other observable and harmful effects in his appearance or functioning that a physician believes is due to the use of a controlled dangerous substance in a lawfully prescribed manner by the mother during pregnancy. It captured if a plan of safe care was developed and referrals made to ensure the needs of the family are met upon discharge from the hospital, and captured data of whether or not a plan of safe care was developed and monitored for screened in reports, including services/referrals for the affected family or caregiver. This data is pushed to our TIPS system to allow for NCANDS reporting.

**ACCESS 2.0 UPDATE 2021:** ACCESS 2.0 was implemented as a temporary solution to meet existing business needs pending implementation of a CCWIS solution. DCFS continues to work with a vendor to design and implement a CCWIS solution. Active work continues on the ACCESS system to resolve identified defects, while minimizing any enhancements until CCWIS is implemented. The Intake and Investigations modules were selected as the first modules for design in the new CCWIS system and staff are actively involved in developing a CCWIS system that meets the business needs of Child Welfare. The DCFS is anticipating CCWIS to go live in March 2022.

**ACCESS 2.0 Activities Planned 2022:** DCFS will continue active work to identify any defects in the ACCESS 2.0 system until the CCWIS system is implemented. ACCESS will remain the system in place while CCWIS staff continues development of the CCWIS for the identification of cases that meet the DCFS criteria for abuse and/or neglect.

**ACCESS 2.0 UPDATE for FFY 2022:** The DCFS has continued to actively work on identifying any defects in the ACCESS 2.0 system until the new CCWIS system is implemented. ACCESS has remained the system in place during FFY2022. The CCWIS

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development team has focused on the development of a configured Unify solution. The data team has focused on cleansing and migrating data from the existing legacy systems as well as focusing on the development of reports and interfaces. The DCFS is anticipating CCWIS to go live in March of 2023.

**ACCESS 2.0 Activities Planned for FFY 2023:** At the beginning of FFY 2023, ACCESS 2.0 will continue to serve as the electronic case record for all intakes, child abuse and neglect reports and CPS services as CCWIS/Unify is not anticipated to go live until March of 2023. Until that time, DCFS will continue to actively work to identify defects in the ACCESS 2.0 system until CCWIS is implemented. Once CCWIS is implemented, the DCFS will identify any defects in the CCWIS system and work with the vendor to resolve any defects identified.

**ACCESS 2.0 UPDATE for FFY 2023:** The DCFS continued to utilize ACCESS 2.0 as all work on the previous CCWIS program project ended in November 2022 with the cancellation of CITI's contract for convenience. The DCFS is enhancing ACCESS 2.0 to become more user friendly for staff.

**ACCESS 2.0 Activities Planned for FFY 2024:** The DCFS will continue the use of ACES 2.0 for all reports of child abuse and neglect.

4. **Criminal Record Clearances (CRC):** DCFS uses DCFS Child Welfare LIVE SCAN equipment to complete fingerprint based criminal record clearances through the Louisiana State Police (LSP) and the FBI. Criminal record clearances were obtained on prospective foster/adoptive parents (both DCFS and private agency used by DCFS) prior to certification, on relative caregivers, and on all residential staff including contractors prior to employment to insure the safety of children placed in the care of these individuals. Additionally, all DCFS staff that are "new hires" receive criminal record clearances prior to hire to insure safety of children with whom the employees interact. The DCFS requires all mentors, visiting resources and volunteers who will be working for long stretches of time alone with a child to receive criminal record clearances as well since they are the caregivers for the child while they are alone with the child. Additional information can be found in the Systemic Factor Section G: Foster and Adoptive Parent Licensing, Recruitment, and Retention.

**CRC Update FFY 2021:** Child Protection Act, Louisiana R.S. 15:587, 15:587.1, 46:51.2(C) and P.L. 115-123 were updated and changes were made to DCFS Administrative Policy 1-1000, Criminal Record Clearances, to include the arrest and criminal offenses that apply to foster/adoptive caregivers, relatives and other caregivers if five or more years have elapsed between the date of proposed placement and the date of successful completion of any sentence deferred adjudication, or period of probation or parole. There are non-violent offenses that foster and/or adoptive caregivers, relatives and other caregivers may be considered for placement of children in their home upon successful completion of any sentence, deferred adjudication, or period of probation or parole and after a thorough assessment related specifically to the criminal conviction(s). The assessment is completed by the Foster Care and/or Home Development case worker and

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must consider the following factors in determining the person's suitability for certification as a foster or adoptive caregiver or relative guardian: The Department invested in nine portable *Livescan* systems to expand the availability of fingerprinting capacity in the regions. The existing fingerprinting equipment is located in the regional offices, but this equipment will be located in parish offices, and will be able to be used in the field within client homes or facilities.

**CRC Activities Planned FFY 2022:** Information included in the Foster and Adoptive Parent Licensing, Recruitment and Retention Section of APSR.

**CRC Update FFY 2022:** Policy 1-1000 Criminal Record Clearance was updated on March 1, 2022 to address Federal Guidelines centered around criminal record clearances and services that will be provided to parents (SP) while working with the DCFS. In accordance with R.S. 15:587, a national criminal record clearance shall be requested from the Louisiana State Police by the Department of Children and Family Services (DCFS) Child Welfare on the following individuals: Foster and adoptive parent applicants and adult members of foster and adoptive parent's households; parents whose children have been removed from their custody; parents or caregivers involved in investigations of abuse or neglect; potential caregivers of a child who is either in the custody of DCFS and is the subject of an investigation of abuse or neglect, or is or has been receiving services through the DCFS; potential employees of DCFS whose duties include the investigation of child abuse or neglect, the supervisory or disciplinary authority over children, direct care of a child, or performance of licensing surveys; and individuals employed directly or indirectly by institutions or facilities providing, or with the potential of providing care and supervision to any child or youth in the custody or under the supervision of the DCFS. Individuals being fingerprinted must present official current and valid photo identification or a current and valid digitized credentials as in accordance with in R.S. 39:17.1 through 39:17.5 verifying their identity. Documents that can be accepted in lieu of a valid driver's license are: Social Security Card; U.S. Passport; Certificate of Birth; Marriage Certificate; Certificate of Citizenship; Court Order for Name Change/Gender Change/Adoption/Divorce; U.S. Tribal or Bureau of Indian Affairs Identification card; or Certificate of Naturalization. When an official photo identification document is not available, two original forms of non-photo identification must be provided. If none of these documents are available, no clearance can be completed. The list of charges covered under the Child Protection Act, Louisiana R.S. 15:587, 15:587.1, 46:51.2(C) and P.L. 115-123 was also updated in this policy revision. Foster and/or adoptive caregivers, relatives and other caregivers with the charges listed shall NOT have children placed in their care if a conviction or nolo contendere plea is identified on their national criminal clearance. The department is working with the LSP to prepare for an FBI audit of the department's policies and processes for handling Criminal History Record Information (CHRI). The practices of all Child Welfare parish and regional offices are being analyzed.

**CRC Activities Planned FFY 2023:** The DCFS will continue to complete these national criminal background clearances on the above noted individuals and for OJJ contracted childcare institution staff as well as DCFS contracted childcare institution staff through fingerprint based scans using LIVE SCAN equipment located in DCFS offices around the

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state. The department will undergo an audit by the FBI regarding the department's policies and processes for handling Criminal History Record Information (CHRI).

**CRC Update FFY 2023:** The DCFS continued to complete national criminal background clearances for those listed per policy, OJJ contracted childcare institution staff, and the DCFS contracted childcare institution staff through fingerprint based scans using LIVE SCAN equipment located in DCFS offices around the state. The Louisiana State Police (LSP) completes annual audits of our compliance with policy, and that is already underway. The LSP has a dedicated person who tracks our use of LA Revised Statute 15:587, A., 2, c. This person contacts the DCFS to review any barriers to fulfilling the requirements of the law routinely as they have issues arise. The LSP also completed an extensive audit last year to prepare the DCFS for an audit by the FBI. The FBI audit was scheduled to be initiated in January of 2023. It involves all entities across the state who work with the Louisiana State Police (LSP) to request Criminal History Record Information (CHRI). All agencies within the FBI audit including the DCFS Child Welfare will be notified once the audit is complete if any changes are needed.

The DCFS revised two policies on Criminal Record Clearances during the last FFY 2023 including:

- Policy 1-1000- Criminal Record Clearance to address Federal Guidelines to update protocol when problems arise with finger print based clearances. This policy was revised on October 7, 2022.
- Policy 1-1010- Criminal History Record Information to include new policy required by FBI and Louisiana State Police for continued Child Welfare access to Criminal History Record Information (CHRI). This policy was revised on June 9, 2022.

**CRC Activities Planned FFY 2024:** The DCFS hopes to transition all criminal background clearance responsibility for scanning fingerprints to the Louisiana State Police (LSP) through contracts LSP is developing with Sheriff's Departments around the state. The Department of Public Safety (DPS), under which LSP is housed, and OTS will develop those contracts and notify us when they are finalized. The DCFS will no longer maintain our own equipment after that time. The process analyzing the prints will be web based, so the results of the criminal background clearances will be available to the DCFS via the web once completed.

5. **Training-** Child Welfare Training in coordination with the Louisiana Child Welfare Training Academy (LCWTA) continued to provide the 24-week competency based child welfare curricula for new staff. The Department offers various training opportunities to all staff throughout the year including a core child-welfare curriculum (4-6 sessions of the core curriculum are offered annually). Other opportunities for training are through conference participation, and professional development workshop participation within the state's prospective communities. This involvement with the community creates opportunities for staff to collaborate with other service providers and to engage in collaborative networking activities. Staff receiving these training opportunities are responsible for case management duties in the areas of child protection, family

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preservation, foster care, adoption, and independent living services. Both management and program staff are afforded the same opportunities in the initial phases of any new initiative to serve as leads in the training after having been trained by contracted experts.

Performance measures and practice expectations are incorporated into each training staff receives. From the new worker phase to the experienced worker phase, trainings required of departmental staff address the skills, and knowledge needed to carry out specified job responsibilities in the four core areas under the Promoting Safe and Stable Families Program. (For additional information, please refer to the Systemic Factors section of the APSR).

Training is available to foster/adoptive parents through LCWTA sponsored training providers. Additional trainings may be used to meet licensing requirements including: Louisiana Foster/Adoptive Parent Association annual conference; National Foster Parent conferences;

- Community agency or organization trainings (pre-approved by the regional or state office);
- Participation in consultation with a licensed professional for purposes of implementing an individualized behavior management program or other therapeutic treatment on behalf of a foster child;
- On-line trainings (pre-approved by state office).

All families applying to become certified as foster/adoptive parent(s) in Louisiana are required to complete pre-service training and to receive education in CPR/first aid. Pre-service training is scheduled at a minimum of every 10 weeks. Pre-service trainings are held statewide in various locations to accommodate potential applicants. Both morning and evening sessions are held statewide as well as Saturday sessions for kinship/relative families that choose to pursue licensure for the placement and permanency goal of their relative/kin. (For additional information, please refer to the systemic factor section on Foster and Adoptive Parent Licensing, Recruitment, and Retention.)

The Department utilizes the following mechanisms of technology to meet training needs:

- Modular Object-Oriented Dynamic Learning Environment (MOODLE) as its Learning Management System (LMS);
- Web-Based Training;
- Video Conferencing; and,
- Webinars and Teleconferences.

Louisiana Child Welfare moved into initial implementation of the Job Redesign and the Louisiana Workforce Development Implementation Team achieved major milestones by completing the initial implementation of the Job Redesign with eight teams over three (3) Louisiana parishes (Calcasieu, Lafayette and East Baton Rouge).

See the Collaboration and Vision section of this report for additional information on Workforce Development.

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**Training Update FFY 2021:** See Systemic Factors – Staff and Provider Training Plan in Appendix B

**Training Activities Planned for FFY 2022:** See Systematic Factors – Staff and Provider Training Section Plan in Appendix B.

**Training Update FFY 2022:** See Section 2 of the APSR, *Systemic Factors, Staff and Provider Training*, pgs. 75-101 and the *Training Plan* in Appendix B.

**Training Activities Planned for FFY 2023:** See Section 2 of the APSR, *Systemic Factors, Staff and Provider Training*, pgs. 75-101 and the *Training Plan* in Appendix B.

**Training Update FFY 2023:** See Section 2 of the APSR, *Systemic Factors, Staff and Provider Training*, pgs. 105-187 and the *Training Plan* in Appendix B.

**Training Activities Planned for FFY 2024:** See Section 2 of the APSR, *Systemic Factors, Staff and Provider Training*, pgs. 105-187 and the *Training Plan* in Appendix B.

6. **Critical Incident Stress Management (CISM):** The DCFS CISM team provides:
- Pre-crisis Preparation - stress prevention education to help staff improve coping and stress management skills;
  - Crisis Management Briefing/Staff Consultation - stress management intervention used to inform and consult and allow psychological decompression;
  - Defusing – small group intervention provided within a short time frame after a traumatic event to reduce the level of harm to the people exposed to it;
  - Critical Incident Stress Debriefing – small group intervention which uses crisis intervention and educational processes to reduce psychological distress associated with a critical incident; and
  - Individual Crisis Intervention – used when only one to three persons are affected by the traumatic incident with a goal to assist the individuals in reestablishing a pre-incident level of functioning.

Population Served: The CISM team provides stress prevention education statewide to any DCFS employee in the Child Welfare, Economic Stability, and Child Support Enforcement units, upon request when experiencing job related critical incidents, either directly or indirectly.

**CISM Update FFY 2021:** The Department of Children and Family Services (DCFS) Critical Incident Stress Management (CISM) team consists of thirty-two (32) active members who are trained and registered with the International Critical Incident Stress Foundation (ICISF) through February 24, 2022, and maintains the integrity of the critical incident model established by this trauma response organization. Teams must register on an annual basis in order to remain on the “Current” team list. If ICISF does not have the current information, the team may not be included in referrals to respond to requests for CISM assistance through the ICISF Hotline or the ICISF office. The CISM team members are spread throughout the state, as there is representation from almost every region. In FFY

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2020, three (3) 1:1 CISM interventions were held according to the CISM model. The CISM team completed one group intervention prior to the pandemic. Due to the COVID-19, pandemic 1:1 intervention and interactions were limited with staff. In an effort to make sure the needs of staff were met, the CISM team conducted supportive counseling via Zoom meetings, Skype and telephone for nine DCFS staff members requesting interventions. Thirteen staff received services.

CISM Interventions			
	Requested Group Interventions	Requested 1:1 Interventions	Total Staff Receiving Services
FFY 2018	3	9	39
FFY 2019	8	8	16
FFY 2020	1	3	13
FFY 2021	3	9	14
FFY 2022	2	14	43
FFY 2023 (Oct 1, 2022-April 30, 2023)	8	13	33

**CISM Activities Planned FFY 2022:** The Department will continue to provide pre-crisis preparation, crisis management, defusing, critical incident stress debriefing and individual crisis intervention CISM services. Ongoing recruitment will continue for new members of the team.

**CISM Update FFY 2022:** The Department of Children and Family Services (DCFS) Critical Incident Stress Management (CISM) team consisted of twenty-four (24) active members who were trained and registered with the International Critical Incident Stress Foundation (ICISF) through February 24, 2022. The DCFS CISM team has been able to maintain the integrity of the critical incident model established by this trauma response organization. A training was held on February 22-24, 2022 to certify new staff members and re-certify trained members. Twenty-six (26) staff members attended this training. Of those twenty-six (26) staff, eighteen (18) were new members and eight (8) completed the CISM training as a refresher course. The DCFS completed the annual registration of the CISM team with ICISF to remain on the “current” team list as required to be able to respond to requests for CISM assistance through the ICISF Hotline or the ICISF office. The CISM team members are spread throughout the state, as there is representation from almost every region. In FFY 2021, nine (9) 1:1 CISM interventions were held according to the CISM model. The CISM team also completed three (3) group interventions during FFY 2021. In an effort to make sure the needs of all DCFS staff were met, the CISM team also conducted supportive counseling via Zoom meetings, Skype and telephone, when needed, for DCFS staff members requesting interventions. Fourteen (14) total staff received services.

**CISM Activities Planned FFY 2023:** The Department will continue to provide pre-crisis preparation, crisis management, defusing, critical incident stress debriefing and individual crisis intervention CISM services. Ongoing recruitment and training will continue for new and returning members of the team.

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**CISM Update FFY 2023:** The Department of Children and Family Services (DCFS) CISM team has been able to maintain the integrity of the critical incident model established by this trauma response organization. The DCFS Critical Incident Stress Management (CISM) team currently has thirty (30) active members who are trained and registered with the International Critical Incident Stress Foundation (ICISF). The DCFS completed the annual registration of the CISM team with ICISF in January 2023 to remain on the “current” team list as required to be able to respond to requests for CISM assistance through the ICISF Hotline or the ICISF office. A CISM training was held February 7-9, 2023 to certify six (6) new team members. There was also a half-day optional disaster drill training on February 10, 2023. The six (6) new team members and eighteen (18) of the existing team members attended the half-day optional disaster drill training. The CISM team members are spread throughout the state, as there is representation from almost every region. In FFY 2022, fourteen (14) 1:1 CISM interventions and two (2) group interventions were held according to the CISM model. These interventions provided support to forty-three (43) total DCFS staff. Thus far in FFY 2023, from October 1, 2022 through April 30, 2023, the CISM team completed thirteen (13) 1:1 CISM interventions and eight (8) group interventions. Thirty-three (33) total staff have received CISM services for October 1, 2022 through April 30, 2023. All CISM interventions were held according to the CISM model. In an effort to make sure the needs of all DCFS staff were met, the CISM team continued to offer interventions in-person, through Zoom or Skype, and by telephone.

**CISM Activities Planned FFY 2024:** The Department will continue to provide pre-crisis preparation, crisis management, defusing, critical incident stress debriefing and individual crisis intervention CISM services to all DCFS staff. Ongoing recruitment and training will continue annually for new and returning members of the team.

7. **Nurturing Parent Program (NPP):** The Nurturing Parent Program (NPP) is a family based parenting program with a proven record of preventing and treating child abuse and neglect. The state’s Family Resource Centers (FRC) located in every region offers Nurturing Parent groups. Technical assistance on implementation of the model is provided to the Family Resource Centers.

**Population Served:** This statewide program serves parents with children age birth to five that have parenting determined as a need in their service/case plan. A family can consist of single parents, parent couples, stepparents or parent paramours. The families referred should be at risk of child abuse/neglect or have experienced child abuse/neglect. The families could be intact or families with the goal of reunification of families. Families should not be actively using substances or in recovery.

**Services Provided:** Parents and children attend different groups for two hours with 30 minutes of family nurturing time between the first and second hour. Each group is followed by a weekly home visit to work one-on-one with the parent to assure the parent is able to demonstrate what they have learned. Parent groups consist of discussion, role-play, lecture, skill building, nurturing activities, and the assignment of home practice exercises. Children’s group activities consist of age-appropriate activities including role-play, music,

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arts, puppets, reading, infant massage and modeling for parents. The Nurturing Parent Program is 16 weeks long.

FFY	Number of Parents receiving NPP	# and % of parents who complete the Nurturing Parenting Program	# and % of parents who completed the Nurturing Parenting Program with a higher post-test mean score than the pre-test mean score.
FFY 2018	328	212 (64%)	198 (93%)
FFY 2019	520	339 (65%)	274 (82%)
FFY 2020	635	298 (47%)	150 (50%)
FFY 2021	399	299 (57%)	157 (69%)
FFY 2022	666	360 (54%)	199 (55%)
FFY 2023			

**NPP Update FFY 2021:** The Nurturing Parenting Program (NPP) is offered in each region of the state through Family Resource Centers (FRC). New Orleans Region offers the Positive Parenting Program and Effective Black Parenting through its FRC. The DCFS continues to make available, support and provide technical assistance to each Region’s FRC by providing assigned liaisons and program managers from the agency. Currently services are being provided virtually due to the COVID-19 pandemic.

**NPP Activities Planned FFY 2022:** The Family Resource Centers (FRC) will continue providing NPP services to identified families. Families will continue to participate in the 16-week NPP evidenced based program offered at the FRC’s. The agency will continue to provide support and technical assistance through assigned liaisons and program managers to each region’s FRC.

**NPP Update for FFY 2022:** The DCFS continues to offer the Nurturing Parenting Program (NPP) in each region of the state through Family Resource Centers (FRC). New Orleans Region offers the Positive Parenting Program and Effective Black Parenting through its FRC. State agency contract monitors and program managers worked closely with the FRCs to provide support and assistance to each FRC in the regions. During FFY 2022, FRC services were provided online and in-person depending on the COVID positivity rates. During COVID spikes, services were only provided online. As COVID cases declined, FRCs transitioned through hybrid contact to in-person services. All centers offered in person services at the pre-COVID level effective January 2022.

**Parenting Program Activities Planned for FFY 2023:** The Family Resource Centers (FRC) will continue providing an evidenced based parenting program to identified families. The FRCs will be knowledgeable and prepared to refer parents out to other evidenced based services when appropriate. The FRCs will be redesigned in order to provide more preventative services to identified families. The agency will continue to provide support.

**NPP Update for FFY 2023:** The Family Resource Centers (FRC) were required to provide Nurturing Parenting Program (NPP) at all DCFS families through September 30, 2022.

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However, the redesign of the Family Resource Center was implemented on October 1, 2022, and the sixteen week Nurturing Parenting Program (NPP) was no longer a requirement. The FRC now has the option to use other evidence based curriculums that best suit the families' needs. An evidence based parenting program that has a shorter amount of time to complete may be more appropriate for some families. However, after the assessment is completed, the FRC may determine that a family is in need of the more intensive sixteen week parenting program which NPP provides. The DCFS FS Consultants provided support and technical assistance throughout the redesign process.

**Parenting Program Activities Planned for FFY 2024:** The Family Resource Centers (FRC) will continue providing an evidenced based parenting program to identified families when there are no other parenting resources within the community. The FRCs will collaborate, when necessary, with other service providers to best meet the needs of the families served. The FRC will provide more preventative services to identified families. The DCFS will continue to provide support and technical assistance through each region's FRC assigned liaisons and program managers.

8. **Substance Abuse Counselors:** DCFS is working in collaboration with LDH to place substance abuse counselors in four pilot parishes: East Baton Rouge, Livingston, Caddo, and Rapides parish offices to house Substance with a plan to expand throughout state.

**Substance Abuse Counselors Update 2020:** DCFS and Florida Parishes Human Services entered into an MOU effective April 1, 2019 through June 30, 2019, placing a Substance Abuse Counselor in the Livingston DCFS office every other week to conduct substance abuse assessments. A substance abuse counselor started in the Covington region with an MOU from March to June 2019. The counselor has continued under contract since July 2019. The collaborative work between DCFS and LDH concerning Substance Abuse Counselors seeks to reduce the timeframe, in which clients with substance abuse issues receive treatment, and as a result, case outcomes will improve and repeat maltreatment of children will be reduced.

**Substance Abuse Counselors Activities Planned 2021:** DCFS will continue working in collaboration with LDH to place substance abuse counselors in four pilot parishes: East Baton Rouge, Livingston, Caddo, and Rapides parish offices. The Substance Abuse Counselors will provide substance abuse and behavioral assessments in addition to treatment referral services. The collaboration between DCFS and LDH will include a Recovery Coach in addition to the Substance Abuse Counselor. Florida Parishes Human Services and DCFS entered into a contract for a fulltime substance abuse counselor and part-time recovery coach July 1, 2019, providing services within three offices in the Covington region. The collaborative work between DCFS and LDH concerning Substance Abuse Counselors seeks to reduce the timeframe in which clients with substance abuse issues receive treatment and support in maintaining sobriety, and as a result, case outcomes will improve and repeat maltreatment of children will be reduced. The aforementioned efforts are expanding to East Baton Rouge, Livingston, and Caddo parishes.

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**Substance Abuse Counselors Update for FFY 2022:** The DCFS and Florida Parishes Human Services, Capital Area Human Services, Active Recovery, and Central Louisiana Human Services District extended their contracts for placement of a Substance Abuse Counselor in the DCFS offices in Covington Region, Baton Rouge Region, Alexandria Region, and Shreveport Region. The collaborative work between the DCFS and LDH concerning Substance Abuse Counselors seeks to reduce the timeframe, in which clients with substance abuse issues receive treatment and support in maintaining sobriety, and as a result, case outcomes will improve and repeat maltreatment of children will be reduced for families with substance abuse issues. The collaborative work between the DCFS and LDH continues to include the support of peer specialist for parents and caretakers with substance abuse issues with the goal of maintaining sobriety. There were 639 assessments completed in DCFS offices statewide during the SFY 2021.

**Substance Abuse Counselors Activities Planned for FFY 2023:** The Substance Abuse Counselors will continue to provide substance abuse and behavioral health assessments in addition to treatment referral services. The collaboration between the DCFS and LDH will include a Recovery Coach in addition to the Substance Abuse Counselor. The collaborative work between the DCFS and LDH concerning substance use issues seeks to reduce the timeframe in which clients with substance abuse issues receive treatment and support in maintaining sobriety. The number of clients served has been collected during FFY 2022 and will be used during FFY 2023 to compare clients served and repeat maltreatment occurrence to determine if repeat maltreatment of children has been reduced.

**Substance Abuse Counselors Update for FFY 2023:** The substance abuse counselors provided substance use evaluations and treatment in the Covington, Baton Rouge, Alexandria, and Shreveport Regions. Florida Parishes Human Services, Central Louisiana Human Services and Active Recovery provided effective programming to support families who are involved with the child welfare system and referred for substance abuse services. This work was mainly held in the local DCFS offices. Parents that were eligible for services and were cooperative with recommendations for treatment were referred to a Recovery Peer/Peer Support for added support. Peer Support Services assisted with engaging individuals referred by the DCFS and aided with steps to move forward with their DCFS referral for assessment. These steps included but were not limited to connecting them with treatment and addressing any barriers that may have been identified.

**Substance Abuse Counselors Activities Planned for FFY 2024:** The DCFS will continue to partner with the LDH to provide substance abuse services and supports to parents involved in the child welfare system that are important to their success and stability to provide appropriate care to their child(ren). Substance Abuse Counselors and Peer Support Coaches will continue to work with parents as a unified team to assist referred parents and caregivers with attaining their individual goals.

9. **Human Trafficking (HT) Services:** In accordance with the Preventing Sex Trafficking and Strengthening Families Act, Public Law 113-183, and Act 564 of 2014. DCFS is committed to identifying, protecting, and providing services for children, as well as adults, such as a parent/caretaker, who have been identified as trafficking victims or are at risk of

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being a potential human trafficking victim. DCFS has strategies in place to identify human trafficking victims or potential victims at intake and during the initial stages of the assessment phase of the case due to specific indicators. DCFS will continue serving on the Louisiana Human Trafficking Prevention Commission and Advisory Board and is planning how recommendations will be implemented from the report submitted last year. DCFS will develop specialized foster homes for trafficking victims, while continuing to adjust parts of the Human Trafficking Model as needed. Training for staff will commence with additional, more in depth, classroom sessions. DCFS will complete the curriculum for tier 2 and 3 classroom sessions. Safety plans for victims of human trafficking will be developed for prevention and support for trafficking victims. There are two (2) specialized residential facilities for human trafficking victims in Louisiana: Metanoia and Free Indeed. Currently there are state level staffings for human trafficking cases. Once a victim or potential victim is identified, the Human Trafficking Victim Notification Form is emailed to the Louisiana DCFS State office via email at: [dcfs.humantrafficking.dcfsl@la.gov](mailto:dcfs.humantrafficking.dcfsl@la.gov) and staffing shall occur within five (5) business days. DCFS plans to begin Multi-Disciplinary Team (MDT) staffings for Human Trafficking cases in the nine (9) regions throughout the state. The team will consist of service providers, medical professionals and, individuals who can provide needed support for victims and potential victims of human trafficking and their families.

**Human Trafficking Update 2021:** DCFS participated in quarterly meetings with the HT Commission and Advisory Board to address how the state of Louisiana tackles the problem of HT and ensures appropriate services are available for survivors. In response to Act 409 of the 2019 Legislative Session, DCFS, FINS and LDH staff were charged with developing a report to develop HT victim services delivery model. DCFS collaborated with multiple agencies including Louisiana Department of Health, Families In Need of Services, the Governor's Office, Children's Advocacy Centers (CAC), and the Louisiana Child and Youth Trafficking Collaborative, to develop recommendations aligned with HT Commission report. The DCFS collaborated Louisiana Alliance of CAC's and the Governor's Office regarding the Louisiana Child and Youth Trafficking Collaborative grant received to develop Human Trafficking MDT's statewide. The meetings are held bi-monthly. DCFS appointed liaisons in each region to work with the regional coordinators in developing the MDT protocol and attend all MDT's. The DCFS continues to expand awareness of the HT 101 training developed to identify victims of HT and their needs. The DCFS completed the development of tier 2 and 3 multi-Level HT Training in 2019 with a plan to roll training out in 2020 but could not due to COVID. The DCFS developed a training plan for the Tier 2 and Tier 3 in addition to a train the trainer certification for those curriculums. A pilot of the curriculums will be offered in April 2021 with a full roll out of curriculums starting in July 2021. The DCFS is in the beginning stages of working with the Governor's Office and service providers to develop a plan to certify additional HT trafficking trainers for the curriculum. The DCFS continues to work with the Louisiana Child and Youth Trafficking Collaborative to develop a screening for labor trafficking for utilization within child welfare. DCFS collaborated with OBH regarding the need for development of specialized therapeutic services for trafficking victims. Those needs included evidenced based therapies funded through Medicaid, training therapeutic providers in HT, identifying therapeutic providers that are trained in HT, and availability

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of virtual evidence based therapies. The training of Evidenced Based Therapeutic providers in Human Trafficking will begin this year.

**HT Activities Planned FFY 2022:** The DCFS will continue to participate in the HT Commission and Advisory Board to address HT statewide with all involved partners. The DCFS will continue to address barriers in HT. Some of these barriers include: lack of specialized knowledge and services to serve HT victims, lack of specialized staff or resources to address cases, lack of specialized placements (Therapeutic Foster Homes, Assessment Center, and Residential Placements), lack of specialized therapeutic services for HT victims (and availability of), and difficulty in providing services to juvenile victims who are not ready or, are unwilling to accept services and who frequently move around the state (placements or on runaway).

The DCFS will add to its Child Welfare policy for all HT cases continuing to be served ongoing through programs to be referred to local, specialized MDT’s when they are up and running. DCFS will work with multi-disciplinary teams to include stakeholders, HT survivors, and other agencies to develop a high level screening for labor trafficking to use within child welfare. The screening will assist in identifying red flags so that the case can be flagged for intervention. Finally, DCFS will roll out Tier 2 and Tier 3 HT trainings for caregivers, caseworkers, supervisors and administrators. During the next reporting year, the majority of Specialized Youth Workers, Extended Foster Care staff, State Office Human Trafficking Consultants, in addition to many others will be trained in the curriculums.

Over the next year, DCFS will be adding to its Child Welfare policy for all HT cases continuing to be served ongoing through programs to be referred to the local, specialized MDTs when they are up and running. DCFS will be working with a multi-disciplinary team to include stakeholders, HT survivors, and other agencies to develop a high level screening for labor trafficking to use with in child welfare. The screening will assist in identifying red flags so that the case can be flagged for further intervention. Finally, DCFS will be rolling out the Tier 2 and Tier 3 HT trainings for caregivers, caseworkers, supervisors, and administrators. During the next year the majority of Specialized Youth Workers, Extended Foster Care staff, State Office Human Trafficking Consultants, in addition to many others will be trained in the curriculums.

**Human Trafficking Update FFY 2022:** During CY 2021, the DCFS served 121 juveniles and 35 adults (7 of them were served as both a juvenile and as an adult during CY 2021) identified as a human trafficking victim. Twenty-one (21) of the adults were served in the EFC program. Seventy-three (73) victims were identified in years 2017-2020 and seventy-six (76) were identified in 2021. The table below shows the number of victims served by each program for CY 2021.

<b>Human Trafficking Victims Served CY 2021</b>	
<b>Program</b>	<b>Number of Clients Served</b>
AD	13
CPI	84

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EFC	21
FC	82
FS	21
SP	6
<b>Total Unique Clients</b>	<b>149</b>

\* Please note that the total does not match the number served in each program because a client may have been served in multiple programs during the year.

The DCFS has continued to participate in the Human Trafficking Commission and Advisory Board to address HT statewide with all involved partners. The board meets quarterly and several DCFS staff attend. The DCFS Secretary is an active member of the board. The DCFS has also recently requested a seat on the advisory board in an effort to continue to address barriers in providing services and support in the area of Human Trafficking. There are currently two (2) specialized residential facilities that provide treatment for human trafficking victims in Louisiana: Metanoia Manor and Lafourche Juvenile Justice Center’s Group Home.

The DCFS developed three screening tools to identify potential victims of human trafficking. The screening tools are used during the initial investigation, located in ACCESS, during the assessment process for in-home and foster care services, located in FATS and after a child has returned to a placement after running away. All three of these screening tools will be added to the new CCWIS system. A screening in the foster care program is completed initially when a child enters care and then every 6 months after. Screenings in CPS and FS are completed initially and then as needed. Screenings are completed on all youth ages 14-17 and all other ages when a red flag has been indicated in CPS, FS, FC, and AD. These screenings determine if a youth is At Risk, High Risk, or Identified/Confirmed as a HT victim by a number of factors and indicators. Policy will soon be updated to lower the mandatory age of youth screened from age 14 to age 13.

The DCFS updated Child Welfare policy in July 2021 for all HT cases to ensure that all identified or High Risk cases are referred to local, specialized Multi-Disciplinary Team (MDT) in their specific regions. The MDT’s are now active in all nine regions and are held, depending on the region, as needed in an effort to provide outreach, screening, collaboration, and advocacy. The services offered include mental health treatment, safety planning, and ongoing case management. The DCFS is active on the state level and provides a liaison for the MDT for each of the nine regions. Functions of all MDT’s include case coordination, emergency response, case review meetings, and to serve as an advisory team.

All DCFS staff have been trained on HT by completing a mandatory HT 101 online course. This training is included in the mandatory new worker orientation training. All staff are then required to complete HT training every three years. The DCFS will soon roll out Tier 2 HT trainings for caregivers, caseworkers, supervisors and administrators. These trainings are scheduled for June 2022 and will be ongoing from there. During the next reporting year, the majority of Specialized Youth Workers, Extended Foster Care staff, State Office Human Trafficking Consultants, in addition to many others will be trained in this

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curriculum. Additional training titled Responding to Sexual Exploitation and Trafficking of Youth will be offered to all staff. The first two modules will cover- 1-Definitions and Framing and 2- Identification and Engagement. An advanced skills series will also be offered to include 1- Stages of Change, 2- Safety Planning, and 3- Addressing Running Away Behavior. LOVE 146-Not A Number curriculum training is also being offered by all independent living providers.

**Human Trafficking Activities Planned for FFY 2023:** The DCFS will continue to work in the area of HT by actively participating on the Human Trafficking Commission and Advisory Board, providing training and completing policy reviews/updates. The DCFS will provide mandatory training for all CW staff (virtual training will also be available to partners). Level 2 and 3 Specialized Training will be available for CW staff and caregivers and virtual training will also be available to partners in a limited capacity. The DCFS will continue to participate with LCYTC Governor’s Office grant for Specialized Regional Coordinators and MDT’s. The DCFS will roll out the use of specialized HT curriculum for safety planning with victims that will be available to staff and partners in 2022. The DCFS will continue to work on development of a Labor Trafficking indicator tool with the Governor’s Office, along with state, and national partners. The DCFS will continue the use of the State Office Program Staff as HT Liaisons to consult with staff regarding HT cases on best practices and available resources.

**Human Trafficking Update FFY 2023:** The DCFS served 238 victims of human trafficking during the 2022 calendar year. Of the human trafficking victims served, 96 were confirmed victims, 113 were suspected victims and 29 were of unknown status. The victims consisted of 180 juveniles and 60 adults. Of the adults, 31 were served in the EFC program. The table below shows the number of human trafficking victims served by program for CY 2022.

**Human Trafficking Victims Served CY 2022**

Program	Number of Clients Served
AD	15
CPI	156
EFC	31
FC	116
FS	34
SP	14
<b>Total Unique Clients</b>	<b>238</b>

\* Please note that the total does not match the number served in each program because a client may have been served in multiple programs during the year.

In FFY 2023, the DCFS continued to participate in the Human Trafficking Commission and Advisory Board to address human trafficking statewide. Meetings were held quarterly with DCFS staff and all statewide partners in attendance.

Matanoia Manor and Lafourche Juvenile Justice Center’s Group Home continue to provide specialized residential treatment to human trafficking victims throughout Louisiana. The

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DCFS continued to identify additional facilities to satisfy the ongoing need for treatment of human trafficking victims.

The human trafficking risk screening tool is utilized in all programs to identify potential victims of human trafficking. Louisiana policy 4-1810 was updated July 15, 2022 to reflect the mandatory age change of youth screened from age 14 to age 13.

In FFY 2023, the DCFS published policy 6-1215-Runaway, Missing, Kidnapped Foster Child. This new policy defines federal legislation requiring that all child agencies follow protocol pursuant to P.L. 117-348 when a child in foster care is on runaway, missing, or kidnapped to ensure all avenues to locate the child are taken. All children in foster care on runaway are to be considered missing children, regardless of the reason for their runaway or the behaviors associated with the runaway incident. Collaborative work with all professional agencies regarding the runaway, missing, or abducted child is essential.

The DCFS provided mandatory training for all CW staff and made virtual trainings available to partners. The DCFS mandated the Human Trafficking 101 training for all Child Welfare staff to be completed every 3 years. As of December 2022, over 1600 DCFS staff have attended HT 101. The DCFS has launched the National Sex Trafficking Intervention Institute: Intermediate Caseworker Training. This training was developed by Dr. Shobana Powell and is co-lead by human trafficking survivors. This 2-day training enhanced case worker knowledge and assessment skills of human trafficking. The DCFS provided the training LOVE 146 –Not A Number to all independent living providers who work with victims of human trafficking. The DCFS also provided a live virtual training on Building Resilience through Harm Reduction: Working with Sexually Exploited Youth and Young People. This training was offered to all staff on June 12, 2023 and again on June 26, 2023.

The DCFS continued participation with the Louisiana Child and Youth Trafficking Collaborative (LCYTC) grant for Specialized Regional Coordinators and MDT's.

The DCFS hired one manager and eight HT Consultants to ensure specialized service delivery for victims served by DCFS. Six of the consultants are utilized within the regions and serve as human trafficking liaisons to consult with staff regarding human trafficking cases in analyzing best practice and identifying available resources. Their job duties include:

- Track all human trafficking screening to ensure completion and appropriate identification
- Offer specialized guidance and assist in service delivery to **all** those screened in as suspected and confirmed human trafficking victims and those on runaway
- Provide classroom and online training for HT specific curriculums
- Participate on specialized MDTs, be DCFS representative on Care Coordination Teams
- Offer specialized guidance and assistance regarding needs of victims and practice across all programs
- Maintain contact with staff for the life of the case and support appropriate service delivery

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Two consultants are State Office Program Staff for care coordination, advocacy program development and provide additional support to field staff servicing trafficking victims. The DCFS worked with national partners and Louisiana Alliance of Child Advocacy Centers (LACAC) to develop a labor trafficking screening tool that will be implemented in late 2023.

Louisiana has launched a hotline for receiving reports of suspected juvenile sex trafficking, centralizing the calls to ensure closer coordination between state agencies, law enforcement, and service providers tasked with investigating cases, helping victims to safety and advocating on their behalf.

Under Act 662 of the 2022 Legislative Session, authored by Sen. Beth Mizell, all cases of suspected juvenile sex trafficking will now be reported through the Department of Children and Family Services' child abuse/neglect hotline, as of January 1, 2023. The hotline (1-855-4LA-KIDS or 1-855-452-5437) is toll-free and available 24 hours a day, 7 days a week.

All cases reported to DCFS are forwarded to the Louisiana State Police for investigation and/or distribution to the local law enforcement agency with jurisdiction. If the report includes allegations of parental or caretaker involvement in the trafficking or in other forms of abuse/neglect, DCFS will also investigate. Working with the state's Child Advocacy Centers and other service providers, DCFS also will make available care coordination and advocacy services for victims. To this achievement, the DCFS have finalized Care Coordination protocols throughout the state for Child Advocacy Centers, developed MOU with the Governor's Office and LACAC, signed data agreements with Lighthouse Platform to share data and information, developed 10 Care Coordinator positions offering Care Coordination statewide across 10 CACs, with a plan to have 19 in place by mid-2023, served 383 victims through care coordination during 2022, with 44 victims served through Care Coordination, January 1-March 7, 2023 (numbers do not include cases reported locally).

Care Coordination Services provided are:

- Emergency Response: A multidisciplinary review for a specific case that occurs within 72 hours of referral to address immediate needs of the victim and provide urgent interventions.
- Ongoing Case Review: A multidisciplinary meeting that occurs regularly to assess one or more cases for service needs, investigative updates, and referral opportunities
- Advisory Team: A collaborative, multidisciplinary team of field experts that meet regularly to address systemic issues and opportunities in their community's anti-trafficking response

**Human Trafficking Activities Planned for FFY 2024:** The DCFS will continue to participate in the Human Trafficking Commission and Advisory Board. The DCFS will continue developing the Tier 2 HT training curriculum-Advanced Caseworker and

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Intermediate Caregiver trainings. The DCFS Responding to Sexual Exploitation and Trafficking of Youth training is scheduled to be deployed in July of 2023 through the LCWTA. Once deployed, it will be offered to all staff. This is a multi-module training with the first two modules covering:

- 1-Definitions and Framing and
- 2- Identification and Engagement and an advanced skills series which will include:
  - Stages of Change,
  - Safety Planning, and
  - Addressing Running Away Behavior.

The DCFS will continue to work toward the roll out of the specialized HT curriculum for safety planning with victims. The curriculum is projected to rollout and become available to staff and partners in 2023. The DCFS will continue to work on the development of a Labor Trafficking indicator tool with the Governor's Office, along with state, and national partners.

The DCFS approved emergency contracts for the expanded advocacy model in April 2023 with organizations with years of experience in Advocacy services (i.e. BCFS, Health and Human Services, Human Trafficking Interdiction Division and Unbound Now), a local expert and HT survivor. The advocacy contractors will have the capacity to serve 317 confirmed juvenile victims at any given time. The advocacy service will provide the following:

- Receive calls 24/7 and respond to victims during established periods
- Focus on needs of child, establish trust and healthy relationships through in-person emotional support at designated locations
- Stay with victim during awake hours for first 24 to 72 hours as identified by guardian and teams plan
- Develop/Update safety plan with victim and team
- Participate in team meetings
- Communicate with Care Coordinator and team
- Support pursuit of objectives and assist in referral and implementation of services
- Continue relationship with victim and be responsive to urgent needs 24/7
- Assist with transportation and other forms of concrete support to victim
- Support work with survivor's family, as indicated by Care Coordination Team
- Provide updates to Care Coordinator, Investigative or Custodial Partners.

HT Regional Consultants to ensure specialized service delivery for victims served by DCFS. Additional job duties include:

- Track all human trafficking screening to ensure completion and appropriate identification
- Offers specialized guidance and assist in service delivery to **all** those screened in as suspected and confirmed human trafficking victims and those on runaway
- Support case carrying staff and victims by:
  - conducting CSE-IT screening when indicated after DCFS screening by caseworker

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- assisting directly with locating appropriate services, making referrals, and coordinating with team for scheduling services (i.e. mental health, medical exams, forensic interview, placement interview)
  - engagement of victim (going with worker to meet with the victim)
  - safety planning with victim (having safety conversations with victim alongside worker to develop plan)
  - conduct recovery planning (with the worker and team)
  - assist with placement needs (i.e. placement packets, communication and planning with congregate care unit)
  - work with placement provider regarding safety provisions and planning for child (go with worker to meet with caregiver for safety planning and placement discussion)
- Offers a specialized contact available to stakeholders
  - Offers on the job training and mentoring/modeling regarding human trafficking with real time cases rather than strictly classroom training
  - Provide classroom and online training for HT specific curriculums
  - Participate on specialized MDTs, be DCFS representative on Care Coordination Teams
  - Offers specialized guidance and assistance regarding needs of victims and practice across all programs
  - Accompany staff to visit and plan with youth and caregivers
  - Maintain contact with staff for the life of the case and support appropriate service delivery.

**10. Media Campaigns/Community Education:** The department recognizes it is vitally important that any approach to protecting children and strengthening families in Louisiana include a strong prevention/awareness component. Communications have served as an essential tool to inform the community of safety initiatives implemented by the Department to keep our children safe, help individuals and families become self-sufficient, and provide a safe refuge during a disaster.

**Media Campaigns Update FFY 2020:** The Department’s communication efforts continued largely as planned for the first six months of FFY20, with a focus on foster caregiving, adoption, human trafficking, child safety, child abuse prevention and other issues. Activities included:

- DCFS Secretary Marketa Walters and the Executive Staff met with legislators, legislative staff and community partners throughout the state to inform them about DCFS services and programs in “Conversations with the Secretary” sessions.
- The department and secretary received national awards in recognition for Louisiana’s record-setting work in adoption.
- The DCFS Communications Office continued a redesign of its website and used a mass texting program to point foster parents and staff to online resources.
- The Communications Office continued to expand its online resources and child welfare data through its online “News Room.” There, the Department posts fact sheets and reports. The Newsroom is the site of the department’s online Public Records Center, which launched in May 2019. This portal provides a centralized and more efficient

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system for the public to request and receive public records from the Department. The portal gives users the opportunity to submit public records requests, track requests and view released records in one centralized and user-friendly location.

The Department focused its communication efforts on major initiatives, including *Quality Parenting Initiative (QPI)*. Since its statewide launch in August 2016, DCFS has promoted QPI as a leading initiative in Louisiana’s changing face of foster care.

*Louisiana Fosters*. Louisiana Fosters is the counterpart to QPI. First Lady Donna Edwards first launched this initiative with Secretary Marketa Garner Walters at the Governor’s Mansion in August 2017, and is a statewide network of support for foster parenting. It involves business and community groups, nonprofits and church-based organizations all working together to support and advance foster parenting. Resources include a website, <http://www.louisianafosters.la.gov/> and pamphlets offering tips for becoming a foster caregiver or supporting foster parents.

In August 2019, the department and First Lady held the third annual Louisiana Fosters Summit at the Governor’s Mansion. In an attempt to increase awareness of the Louisiana Fosters website and resources, the staff developed New Year’s letters and Louisiana Fosters magnets and mailed them to every foster parent household in January 2020.

- Adoption Awareness
  - During Adoption Awareness Month, DCFS used digital and traditional news media to share the department’s second-highest number of adoptions from foster care in a single year and its partnership with the Dave Thomas Foundation.
  - The department highlighted increases in teen and sibling adoptions.
  - Governor Edwards and First Lady Donna Edwards echoed the news of the adoption record throughout the year (through the Governor’s radio show, Governor Edwards’ major speeches touting the accomplishments of the administration, the First Lady’s blog, the First Lady’s presentation on a panel at the National Governor’s Association conference, various speeches and public appearances, social media posts, etc.).
  - DCFS Secretary Walters, shared adoption information through presentations to numerous organizations throughout Louisiana.
  - DCFS continued to work with HP Serve on the statewide Louisiana Heart Gallery featuring adoptable foster children. HP Serve maintains the website and works to ensure ongoing recruitment efforts for children awaiting an adoptive family.
- Safe Haven: DCFS promoted Safe Haven through social media and continued distribution of Safe Haven materials (posters, brochures, Safe Baby stickers) to hospitals, law enforcement, fire stations, child advocacy centers, etc.
- Extending the Age of Foster Care/Outreach to Foster Youth. In FFY19, Louisiana launched an effort to extend the age of foster care to 21. The department publicized its efforts through fact sheets, media events, press releases, social media and other communication activities. The department worked with its youth advisory board to redesign its *YouthLink* site, featuring information especially for foster youth. The

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department worked with local and national news media to promote extended foster care. This included a feature on “Good Morning, America” and an opportunity for the young woman and her caseworker to travel to New York City for an appearance on the show.

In March 2020, the Department’s focus shifted, by necessity, to the response to the pandemic and the new ways of serving and communicating with families as they confronted the challenges of COVID-19.

The Communications Office worked with the Child Welfare Division to develop online COVID-19 resources for foster families, to promote child abuse prevention through social media and traditional news media and to conduct local and national media interviews about the impact of the pandemic on child abuse and neglect reports. The department launched a Kinship Navigator partnership with Louisiana 211 to connect kinship caregivers with resources in their communities.

The DCFS Communication staff played a major role in the redesign of the Louisiana Fosters website to create a more interactive hub for those seeking assistance and for partners interested in collaboration. The website can be found at:  
<http://www.louisianafosters.la.gov/>.

Communication Activities Planned FFY 2022: Visits to the DCFS website more than tripled in 2020 over 2019, as DCFS Communications steered families to vital information about food assistance and other resources so essential during the pandemic and the three hurricanes that struck Louisiana. DCFS staff directed families to the information through social media and direct texts. Staff will continue these efforts in FFY21 and will seek other innovative ways to inform the public about DCFS services that strengthen families and protect children.

Its communication efforts will surround the following initiatives:

- *Family First Prevention Services Act.* DCFS is developing and implementing a communication plan to coincide with the rollout of the Family First model. With implementation of the Family First Prevention Services Act, the department’s focus is shifting to a greater emphasis on strengthening families, child safety and family preservation. DCFS Communications supports these efforts through the development of materials, online resources, presentation assistance and other means. DCFS communications will help key the DCFS Secretary and child welfare leadership engage staff and stakeholders (courts, CASAs, policymakers, foster parents, birth parents, community members, etc.) about what it takes to keep children and youth from entering care.
- *Adoption.* DCFS held a virtual adoption ceremony in November 2020 and promoted it through traditional means: press release, social media and video.

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- *Safe Haven*. DCFS Communication staff worked with child welfare staff to produce an animated video promoting DCFS' partnership with the National Safe Haven Alliance. The department will make the video the focus of social media publicity and partner outreach throughout the year.

In addition to these issues, Communication staff will continue to provide support for various Child Welfare Initiatives, including foster caregiver recruitment and support, extended foster care and child abuse prevention.

**Media Campaigns Update FFY 2022:** The Department's communications efforts in FFY 2022 continued to balance the ongoing response to the COVID-19 pandemic and hurricane/storm events with proactive communication around Child Welfare successes and initiatives, including:

- Focusing on Prevention
- Community Partnerships. The Department and First Lady held a virtual fifth annual Louisiana Fosters summit in October 2021. This year's event focused on strengthening community partnerships to support families who have or potentially will come into contact with the state's child welfare system. A key feature of the event was a panel discussion on the work of My Community Cares, a partnership of DCFS and the Pelican Center for Children & Families with local school, judicial, and community advocates in four pilot regions, working together to support the children and families of their communities. This work builds upon the Quality Parenting Initiative and our ongoing prevention work under Family First Louisiana (Family First Prevention Services Act).
- Child Safety. DCFS promoted a range of child safety initiatives throughout the year, including:
  - Safe Haven – DCFS continues to promote Louisiana's Safe Haven Law and the National Safe Haven Alliance's Crisis Hotline, including through sharing to social media an animated video created in partnership with NSHA.
  - Safe Sleep – DCFS continues to partner with the Louisiana Department of Health and other stakeholders to promote safe sleep practices, particularly on social media where the Department's reach continues to grow.
  - Child Safety Seats – DCFS continues to partner with the Louisiana Department of Transportation and Development, Highway Safety Commission, Buckle Up Louisiana, and others to raise awareness around child car seat safety.
  - Look Before You Lock – In summer months, DCFS partners with other agencies in publicizing the deadly threat of heatstroke and sharing tips for checking a back seat before exiting a vehicle and ensuring children are never left alone in cars.
- Human Trafficking. Trafficking prevention efforts for the state were consolidated under the Governor's newly established Human Trafficking Office. DCFS has continued to promote trafficking awareness by sharing that office's communications, including promoting its online Human Trafficking Resource Center.
- Supporting Foster and Kinship Caregivers
- Foster Care Board Rate Increase. In 2021, the Louisiana Legislature raised the state's Foster Care Board Rate for the first time in more than a decade. DCFS

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promoted the rate increase, which was about 25% and also increases the state's adoption subsidy, through a press release, social media and text alerts to foster caregivers.

- Kinship Care Subsidy Program Increase. DCFS also effectively doubled the KCSP rate for qualified kinship caregivers, raising the monthly stipend from \$222 to \$450 per child beginning January 2022. The increase was promoted through a press release, social media and text alerts.
- Relative Caregiver Resources & Support. DCFS has continued to partner with Louisiana Association of United Ways and 2-1-1 to raise awareness about resources for relative caregivers, which the Department promoted via social media.
- Raising Adoption Awareness Annual Adoption Celebration & Adoption Awareness Month. DCFS held a virtual adoption celebration in November 2021 and promoted it through traditional means: press release and social media. The Department also promoted adoption throughout the month on social media.

In addition, Communication staff continued to steer families to vital information about food assistance and other resources (e.g., expanded child tax credit) so essential during the pandemic, using social media and direct texts.

Communication staff also continued to provide support for foster caregiver recruitment, as well as Child Welfare staff recruitment and development. These workforce recruitment and retention efforts, which will continue in FFY 2023, include:

- Working with State Civil Service, in coordination with the Child Welfare Division, to strategize recruitment efforts;
- Assisting in career fair opportunities, including supplying recruitment materials developed for this purpose and capitalizing on photography opportunities to advance marketing strategies;
- Developing and implementing targeted advertising to recruit from other service-minded, mission-oriented groups, such as teachers, former military, nurses, and other state workers, as well as targeting specific regions with high-need position openings; and promoting increased pay rates and other benefits designed to attract higher-qualified applicants;
- Implementing campaigns to promote job satisfaction and morale boosting, highlighting the life-changing work our Child Welfare staff do for the children and families in this state, celebrating their accomplishments and years of service, and demonstrating employee appreciation through various means including events and Intranet posts throughout the year.

**Media Campaigns Activities Planned FFY 2023:** The Department, understanding the importance of not working in silos, is integrating wherever possible the work of its Child Welfare, Family Support (Economic Stability and Child Support Enforcement) and Emergency Preparedness and Recovery divisions under a “No Wrong Door” approach. This, along with our Diversity, Equity and Inclusion work, means expanding our understanding of the people we serve and reviewing all programs for opportunities to serve families in a more holistic way, in order to strengthen families and prevent children from

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coming into the State’s care. This work will be a major focus of communications efforts moving into and through FFY 2023.

- Communication staff will continue to steer families to vital information about food assistance and other resources, using social media and direct texts. In addition, DCFS is expanding its partnership with Louisiana 2-1-1 to support all families and will be working with each program area across the department to determine how they can best use this resource to support Louisiana’s families.
- Staff recruitment and retention will also be a focus of communications efforts. DCFS was not immune from “The Great Resignation” that has occurred during the pandemic, and our Child Welfare team was hit especially hard.

In addition, communications activities planned for FY 2023 include:

Recruiting, Supporting and Improving Our Work with Caregivers – This will include, but not be limited to:

- establishing a Foster Caregiver Advisory Board to provide critical feedback to the department on policy and practice;
- launching a Child Welfare Speakers Bureau, in partnership with AdoptUSKids, to support the recruitment of resource families for children in the State’s care; and
- expanding direct communications to relative caregivers to ensure they are aware of resources and supports available to them, through the Department as well as other state agencies, community organizations and nonprofits.
- Continuing Safe Haven, Safe Sleep, Child Safety Seat, Look Before You Lock and other prevention-related campaigns
- Promoting Adoption Awareness and related home development efforts

**Media Campaigns Update FFY 2023:** In FFY 2023, the Department has worked to strengthen its “No Wrong Door” approach to serving the children and families of Louisiana, by continuing to steer families to vital information about food assistance and other resources, using social media and direct texts. The Department also expanded its partnership with Louisiana 211 to support all families and continued work with each program area to determine how they can best use this resource to support Louisiana’s families.

**Foster Caregiver Recruitment & Support**

The Department has continued in its efforts to recruit, support and improve our work with foster caregivers, including the establishment of a Foster Caregiver Advisory Board. Members were selected from among 95 applications and 70 recommendations, with an emphasis on regional and diverse representation. The Board has held multiple meetings and created subcommittees, including the Communications Subcommittee, which will direct future improvements to the Department’s website pages on Foster Care.

In addition, the Department has:

- Continued a social media push and distributed infographic/flyers to the regions, recruiting caregivers and promoting supportive services

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- Worked with community partners to distribute 1,000 bags containing basic necessities for foster children and teens across the state and posted about those efforts on social media
- Continued monthly articles highlighting foster care and adoption opportunities on the First Lady of Louisiana’s foundation website and blog, as well as ongoing outreach through features with the Lake Charles American Press
- Worked with a local television station, Houma TV, on a series to promote foster caregiver recruitment, as well as safety and prevention messaging
- Promoted National Foster Care Month on social media

Mass texting has been a particularly successful communication strategy for reaching caregivers, as well as Extended Foster Care participants, about key initiatives, opportunities, or benefits, including:

- Mass text/email to promote Extended Foster Care vouchers and Child Tax Credit and to invite foster caregivers to a Back to School outreach event sponsored by Starbucks and Target
- Mass text/email to distribute a survey on behalf of the Foster Care Advisory Board
- Mass text/email to provide an emergency preparedness guide and checklist for foster caregivers and to update their emergency contact information

The Department sent 18 messages, totaling 22,110 individual texts to recipient caregivers, in FFY 2022. Another 9 messages, totaling 6,634 individual texts to recipients, have been sent thus far in FFY 2023.

The Department’s efforts to achieve permanency for children in care also included celebrating National Adoption Month with the first in-person adoption event at the Governor’s Mansion since the COVID-19 pandemic began.

Staff Recruitment & Retention

The Communications Office, along with the Child Welfare Division’s communications manager, assisted with a series of hiring fairs and other recruitment efforts, including:

- Advertising through radio spots and social media to recruit candidates for 12 hiring fairs across the state, including one virtual hiring fair
- Coordinating outreach with multiple state agencies, including Louisiana State Civil Service and Louisiana Workforce Commission, to streamline the hiring process
- Coordinating earned media outreach with TV stations at various hiring events, including Baton Rouge, Lafayette and Alexandria
- Developing a community partner email database to send information about hiring fairs and specific job openings
- Creating new job postings with updated, mission-oriented language and graphics for Child Welfare job postings on Civil Service website, LinkedIn, and social media

The Department’s workforce outreach also included efforts such as:

- Conducting an internal survey to collect employee feedback on various issues
- Developing an Employee Assistance Program and distributing flyers and email messages to staff to encourage engagement

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- Celebrating Child Welfare Recognition Month with videos and email messages to staff
- Celebrating Social Work Month with an #Unselfie campaign to highlight the selfless work of social workers and their “why” for working in Child Welfare

Prevention Efforts

- Human Trafficking- The Department implemented a new hotline for reporting juvenile sex trafficking in January 2023 and promoted the hotline through a press release, media outreach, social media and an article on the First Lady of Louisiana’s foundation website/blog.
- Summer Safety- In consultation with the Louisiana Department of Health and other agencies, the DCFS created social media graphics and posts to promote a variety of safety/prevention topics, including water safety, firework safety, and Look Before You Lock.
- Supportive Resources- The Communications Office continued to promote supports and resources for Louisiana’s families and caregivers, including the following:
  - Grandparents Raising Grandchildren- The Department partnered even more closely with the Grandparents Raising Grandchildren Information Center of Louisiana to help promote and produce printed materials for its annual conference held in Baton Rouge. The DCFS also participated in the event as an exhibitor, providing information about the Department’s programs and services, in both its Child Welfare and Family Support divisions, including the Kinship Navigator Program and partnership with Louisiana 211.
  - Louisiana 211- The Department created promotional materials highlighting its partnership with Louisiana 211, which offers information and referrals to community-based services through a toll-free, 24/7 warm-line. In addition, the DCFS staff have been encouraged to place a graphic in their email signature, highlighting the partnership and noting: “Help is a phone call away. Call 211 for community resources.”

**Media Campaigns Activities Planned for FFY 2024:** Going into and through FFY 2024, the Department will continue to focus on expanding our understanding of the people we serve and reviewing all programs for opportunities to serve families in a more holistic way, in order to strengthen families and prevent children from coming into the State’s care. This work will include:

- Promoting the Department’s upstream prevention efforts, such as the My Community Cares initiative that DCFS previously piloted in four regions and began to roll-out statewide in March 2023, and the Kinship Navigator Program supporting kinship caregivers
- Continuing to promote supportive resources such as Louisiana 211, the newly re-established Prevent Child Abuse Louisiana and its ongoing Louisiana Parent Line (warmline), as well as economic supports and programs that can help fight poverty, increase household stability, and strengthen Louisiana’s families.

The Department will also be working to contract for additional strategic communications and marketing support for three major campaigns: (1) Staff Recruitment and Retention; (2) Foster Caregiver Recruitment and Retention; and (3) Promotion of Child Abuse/Neglect

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Prevention Strategies, Services and Programs. These campaigns are expected to begin in FFY 2023 and continue through much of FFY 2024.

In addition, communications activities for FFY 2024 include:

- Continuing Safe Haven, Safe Sleep, Child Safety Seat, Look Before You Lock and other prevention-related campaigns
- Promoting Adoption Awareness and related Home Development efforts
- Strengthening partnerships with community organizations serving Louisiana's children and families

11. **Substance Exposed Newborns (SEN):** The DCFS met with community partners including the Louisiana Department of Health (LDH), local hospitals, Healthy LA, judicial stakeholders, and behavioral health agencies, to develop strategies to reduce the number of infants exposed to drugs during the mother's pregnancy. Department policy has been updated to give staff guidance on completing safety assessments on cases of Substance Exposed Newborn (SEN) and to ensure all cases involving a substance-exposed newborn receives a Priority 1 (24 hour) response by CPS staff to determine the safety of the newborn infant. The Department has tracked these cases to identify trends in order to determine what the needs are and what interventions or resources are appropriate to meet the needs. The Department has implemented high-risk staffings, consultations with Bureau of General Counsel attorneys, and court ordered safety planning to assist with identifying safety needs and implementing interventions.

Louisiana formed the Heroin and Opioid Prevention and Education Council (HOPE) Council during the 2017 legislative session to continue the work of the Governor's Commission on Heroin and Opioid Prevention; The HOPE Council is comprised of thirteen state agencies, including DCFS, all with a stake in addressing the Opioid epidemic.

DCFS is in compliance with CAPTA as it relates to Substance Exposed Newborns (SEN), as all SEN reports were received as per the Louisiana Children's Code, Article 610 G (1) that states, if a physician has cause to believe that a newborn was exposed in utero to an unlawfully used controlled dangerous substance, as defined by R.S. 40:961 et seq., the physician shall order a toxicology test upon the newborn, without the consent of the newborn's parents or guardian, to determine whether there is evidence of prenatal neglect. If the test results are positive, the physician shall issue a report to the Department, as soon as possible. The Louisiana Children's Code, Article 603 (17) defines a newborn as a child who is not more than thirty days old. Article 603 (22) defines prenatal neglect as "exposure to chronic or severe use of alcohol or the unlawful use of any controlled dangerous substance or in a manner not lawfully prescribed which results in symptoms of withdrawal in the newborn or the presence of a controlled substance or a metabolic thereof in his body, blood, urine, or meconium that is not the result of medical treatment, or causes observable and harmful effects in his physical appearance or functioning."

The Governor signed Louisiana Act 359 and rulemaking occurred to establish specific procedures for notifications to the Department through the Physician Notification of Substance Exposed Newborns No Prenatal Neglect Suspected form, which is completed

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by the physician. The form includes a plan of safe care to ensure the needs of the family are met upon discharge from the hospital. This form is a notification for data gathering purposes and does not constitute a report of abuse/neglect.

**Population Served:** Newborns under the age of 30 days identified by a physician as having a positive toxicology test for a controlled dangerous substance, or symptoms of withdrawal in the newborn; and/or, symptoms of withdrawal or other observable and harmful effects in physical appearance or functioning due to chronic or severe use of alcohol by the mother during the pregnancy.

**SEN Update FFY 2021:** As part of the state's efforts to monitor ongoing efforts and services related to substance exposed newborns, quarterly meetings were held in each region for the Comprehensive Addiction and Recovery Act of 2016 (CARA) focusing on the ongoing compliance and activities related to the POSC (Plans of Safe Care). The regional meetings included DCFS staff and local stakeholders for each region, and addressed services to families and their substance-exposed newborns. The regional teams held quarterly meetings during FFY 2020 that included video conferencing due to COVID-19. A Family Services Consultant monitors the regional quarterly meetings and every 6 months there is a call with all of the Regional CARA liaisons for updates. State level meetings were held in June 2020 and December 2020 to address systematic issues identified in the regional level meetings.

Through legislation, an advisory committee to the Governor was formed to address the opioid epidemic. DCFS served on the Heroin, Opioid Prevention and Education Council (HOPE). Within the last year, the HOPE Council continued to update the statewide website capturing data related to the opioid epidemic and a comprehensive listing of all opioid related initiatives. The council formed three sub-committees to focus on the areas of impact to the state. These committees include a Health Care Impact, Public Safety Impact, and Community Impact committee. Annually, a report is submitted to the legislature with recommendations to improve the response to the epidemic. (For additional information regarding HOPE, refer to Collaboration section of the plan).

**SEN Activities Planned FFY 2022:** Louisiana will continue to provide quality services for Substance Exposed Newborns through continued collaboration with stakeholders, judges and legal partners. Collaboration will continue with LDH regarding the established protocol addressing the needs of substance-exposed infants. DCFS will continue to align practice with the CWADM model to develop a unified assessment of risk and safety, which supports family engagement, enhancing protective capacities and supports the needs of children and families of children born substance exposed. Efforts will be made to ensure staff understand and are accountable for activities involving child safety and, child/family risk assessments, and planning with families to ensure the well-being of substance exposed children and those services for the child and family are delivered effectively and efficiently.

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The chart below provides an overview of the Substance Exposed Newborn cases received statewide for FFY 2021.

Substance Exposed Newborns					
	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
Valid	2,080	1933	2,179	2,033	
Not Valid	186	120	154	127	
Total	2,266	2101	2,333	2,170	

*\*There are 31 cases pending for FFY 2022 as of 5/1/2023.*

**SEN Update for FFY 2022:** As part of the state’s efforts to monitor ongoing efforts and services related to substance exposed newborns, quarterly meetings were held in each region for the Comprehensive Addiction and Recovery Act of 2016 (CARA) focusing on the ongoing compliance and activities related to the POSC (Plans of Safe Care). The regional meetings included DCFS staff and local stakeholders for each region and focused on services to families and their substance-exposed newborns. The regional teams held quarterly meetings during FFY 2021-2022 that included video conferencing due to COVID-19. A Family Services Consultant monitored the regional quarterly CARA meetings. The DCFS conducts a bi-annual state level meeting with all of the Regional CARA liaisons to address systematic issues identified in the regional level meetings. These state level meetings were held in June 2021 and December 2021. The meetings included multidisciplinary professionals in an effort to address the availability and delivery of the services to infants exposed to substances as it relates to medical, developmental, and other special needs due to perinatal drug use. There is an on-going review of policy and practice to ensure the needs of these families are met but no new policies or practices were added or changed during this FFY.

**SEN Activities Planned for FFY 2023:** Louisiana will continue to provide quality services for Substance Exposed Newborns through continued collaboration with stakeholders, judges and legal partners. Collaboration will continue with LDH regarding the established protocol addressing the needs of substance-exposed newborns and to develop training for staff to better understand the dynamics of substance use, understanding drug screen results and the special needs of substance exposed newborns. The DCFS will continue to align practice with the CWADM model to develop a unified assessment of risk and safety, which supports family engagement, enhancing protective capacities and supports the needs of children and families of children born substance exposed. The DCFS will continue to provide ongoing training, coaching, and support to ensure staff incorporate practices with child safety, child/family risk assessments, and planning focused on ensuring the safety and well-being of substance exposed newborns. The aforementioned services and practices for substance-exposed newborns and their families will be delivered effectively and efficiently.

**SEN Update for FFY 2023:** As part of the state’s ongoing efforts to monitor needs and services related to substance exposed newborns, quarterly meetings were held in each region for the Comprehensive Addiction and Recovery Act of 2016 (CARA) focusing on the ongoing compliance and activities related to the POSC (Plans of Safe Care). The regional meetings included the DCFS staff along with local stakeholders for each region and focused on services to families and their substance-exposed newborns. The regional

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teams held quarterly meetings during FFY 2022-2023 through video conferencing. A Family Services Consultant monitored the regional quarterly CARA meetings. The DCFS conducted a bi-annual state level meeting with all of the Regional CARA liaisons to address systematic issues identified in the regional level meetings. These state level meetings were held on June 3, 2022 and December 9, 2022. The meetings included multidisciplinary professionals in an effort to address the availability and delivery of the services to infants exposed to substances as it relates to medical, developmental, and other special needs due to perinatal drug use. There is an on-going review of policy and practice to ensure the needs of these families are met but no new policies or practices were added or changed during this FFY.

Several DCFS staff members attended the 2023 Policy Academy: Advancing Collaborative Practice and Policy: Promoting Healthy Development and Family Recovery for Infants, Children, Parents, and Caregivers Affected by Prenatal Substance Exposure. The Policy Academy included three plenary sessions as well as the two-day event which was held on January 24-26, 2023. All sessions were held virtually. In addition, the DCFS has been part of a collaborative team working in Louisiana to improve outcomes, specifically for infants prenatally exposed to substances and their families. The team is receiving in-depth technical assistance (IDTA) from the National Center on Substance Abuse and Child Welfare (NCSACW). IDTA helped collaborative teams improve the safety, health, permanency, well-being, and recovery outcomes for families affected by substance use and co-occurring mental health disorders. This 18- to 24-month program is working to achieve this objective by helping states, counties, and tribes build collaboration across agencies serving children and families including substance use and mental health disorder treatment centers, child welfare and court systems, and public health, health care, and early intervention providers.

**SEN Activities Planned for FFY 2024:** Louisiana will continue to provide quality services for Substance Exposed Newborns through continued collaboration with stakeholders, judges and legal partners. Collaboration will continue with LDH regarding the established protocol addressing the needs of substance-exposed newborns. Training will continued to be offered to staff to better understand the dynamics of substance use, how to read drug screen results and the special needs of substance exposed newborns. The DCFS will continue to align practice with the CWADM model Phase Two through coaching to work towards developing unified assessments of risk and safety, which support family engagement, enhances protective capacities and supports the needs of children and families of children born substance exposed. The DCFS will continue to provide ongoing training, coaching, and support to ensure staff incorporate practices with child safety, child/family risk assessments, and case planning focused on ensuring the safety and well-being of substance exposed newborns. The aforementioned services and practices for substance-exposed newborns and their families will continue to be delivered effectively and efficiently. The DCFS will continue to be part of a collaborative team receiving in-depth technical assistance (IDTA) from the National Center on Substance Abuse and Child Welfare (NCSACW) in an effort to look for ways to improve the safety, health, permanency, well-being, and recovery outcomes for families affected by substance use and co-occurring mental health disorders. This ongoing program will achieve this objective by

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helping states, counties, and tribes build collaboration across agencies serving children and families including substance use and mental health disorder treatment centers, child welfare and court systems, and public health, health care, and early intervention providers.

12. **Early Intervention Services:** Policy requires referrals to Early Steps for children ages 0-3. The number of children served in the FS Program referred to the Early Steps Program has not been captured. However, during FFY 2020 there were 3,177 children served in the FS program ages 0-3. This is an unduplicated count. If a child left the FS program and returned during the same FFY, they were only counted one time.

Referrals to Early Steps for children ages 0-36 months, which have not already been referred by a pediatrician or other referent, are required. Policies related to drug and alcohol affected newborns are reviewed and include requirements outlined in CARA legislation (Comprehensive Addiction and Recovery Act). Quarterly regional CARA meetings with community stakeholders are held and documented to ensure the needs of the drug and/or alcohol affected infants, and their families are addressed and included in discussions of Early Steps referrals and potential barriers. Once the child is referred, the child will be assessed to determine if there is a developmental delay in one or more of the domains covered by the Early Steps Program. The domains include physical (vision and hearing), cognitive, social or emotional, communication and adaptive. Once the assessment is completed and the child is determined to be eligible for services, the Single Point of Entry (SPOE) is responsible for developing an Individual Family Service Plan (IFSP) and coordinating the services for the child and family. These may include services in the areas of health, nutrition, vision, occupational therapy, physical therapy, speech and language therapy, social work, family training, counseling, home visits and transportation.

**Population Served:** Children from birth to three years of age who have been abused or neglected, have a known or suspected developmental delay, have a medical condition which can result in a developmental delay, or a disability and are not already participating in an LDH early intervention program. Case circumstances with non-abuse/neglect, low birth weight, premature birth, exposure to domestic violence, family break-up, prenatal exposure to drugs or alcohol, and/or other risk factors are some circumstances which place a child at risk of developmental delays and can be referred with the parent/caretaker's consent. Referral procedures are consistently implemented statewide.

**Early Intervention Services Update FFY 2021:** The agency continues to require referrals to Early Steps are completed for children 0-36 months involved with DCFS. In addition to the referral, participation by the family is incorporated into the case plan to reduce the number of families that may opt to decline the assessment by phone. The agency improved tracking of drug affected, and alcohol affected newborns in FS by adding individual case open reason codes for each (code 85 and 88), and monitored the requirements put forth by CARA to ensure the needs of families with drug, and alcohol affected newborns are met. The formal use of Family Team Meetings in the Family Services program was implemented. The teaming approach in all DCFS program areas allows for focused case planning with parent/caretakers in addition to older youth input in service provision.

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**Early Intervention Services Activities Planned FFY 2022:** Departmental staff will continue to refer children 0-3 years of age to early intervention services, and will continue to serve on the State Interagency Coordination Council. DCFS will collaborate with DPH to assure any barriers to receiving early intervention services are addressed for the 0-3 population.

**EIS Update for FFY 2022:** Early Steps continued to provide services through DCFS referrals to children age birth to three years. The services included screening, an assessment, and coordination of early intervention for children with physical, intellectual and developmental disabilities.

**EIS Activities Planned for FFY 2023:** The DCFS will continue to partner with Early Steps to improve the family's capacity to meet their child's developmental needs. Early Steps will continue to provide cognitive, motor, vision, hearing, communication and social-emotional or adaptive development assessments and treatment for eligible children. The DCFS will implement The Child First in-home services program in pilot areas of Louisiana. The Child First model is an evidenced based model that works with the most vulnerable children and their families to improve family stability and prevent future child abuse and neglect.

**EIS Update for FFY 2023:** The DCFS continued to make referrals as policy requires to Early Steps to provide services to children age birth to three years and has continued to serve on the State Interagency Coordination Council, as needed. Early Steps services include a screening, an assessment, and coordination of early intervention services for children with physical, intellectual and developmental disabilities. All drug affected and alcohol affected newborns in FS are referred to Early Steps to ensure the needs of families with drug and alcohol affected newborns are met. The formal use of Family Team Meetings in the Family Services program has continued this on all FS cases. This teaming approach in all DCFS program areas allows for focused case planning with parent/caretakers. To ensure these physical, intellectual, and developmental needs of children accepted by Early Steps are met, the DCFS FS caseworker includes participation/compliance with Early Steps on the family's case plan goals.

To provide further additional preventative services to families, the DCFS also completed a sole source contract with NSO Child First provider, which allowed for the selection, training and ongoing support of the Child First affiliates. NSO Child First has identified four affiliates that will provide Child First services in the Orleans, Covington, Baton Rouge, Monroe, Alexandria and Shreveport Regions. In February 2023, three of the four affiliates started the Child First training and it is anticipated that the affiliates will begin servicing clients in May 2023. The remaining affiliate, which will serve Baton Rouge region and parts of the Covington region, is scheduled to start the Child First training in June 2023. To monitor quality assurance and performance, the DCFS is seeking technical assistance from the Blanco Center.

**EIS Activities Planned for FFY 2024:** The DCFS will continue to make referrals to Early Steps per policy and will continue to serve on the State Interagency Coordination Council,

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as needed. For Child First, each Child First affiliate will implement four teams and each team will serve an average of ten to fifteen clients per team. Child First will be piloted in the five identified regions, Covington, Baton Rouge, Orleans, Shreveport, Alexandria and Monroe. The DCFS will develop a Child First referral process in addition to Child First policy for pilot areas.

**ALLOWABLE AREA:** Protecting the legal rights of families, alleged perpetrators and mandated reporters

**SERVICE PROVIDED:**

**13. Protecting legal rights of families and alleged perpetrators:** It is the policy of the Department of Children and Family Services (DCFS) to allow all individuals the right to appeal their valid child abuse or neglect finding. Individuals are placed on the State Central Registry (SCR) or State Repository (repository) because of a valid child abuse and/or neglect investigation, after the exhaustion of an individual's due process rights. The Department has a Protective Services Review Team (PSRT) who reviews all valid findings once an appeal has been requested or for other administrative reasons, when a valid finding may affect a client's employability, or volunteer rights. Beginning July 1, 2018, any individual with a valid finding as a perpetrator of child abuse or neglect as the result of a CPS investigation has the right to an administrative appeal of the valid finding decision. The appeal process is held in accordance with Children's Code, Article 616.1.1 and the LAC Title 67, Part V. §1111.

**Protecting the rights of mandated reporters:** DCFS Policy 4-105 is in compliance with Louisiana Children's Code, Title 6, Article 611, which states that any person who in good faith makes a report, cooperates in an investigation, or participates in judicial proceedings authorized by the Code, or any caseworker who in good faith conducts an investigation, makes an investigative judgment or disposition, or releases or uses information contained in the central registry for the purpose of protecting a child, shall have immunity from civil or criminal liability. This immunity does not extend to any alleged principal, conspirator, or accessory to an offense involving the abuse or neglect of the child. It does not extend to any person who makes a report known to be false or with reckless disregard for the truth of the report.

**Protecting Legal Rights of families and alleged perpetrators Update FFY 2022:**

The DCFS Protective Services Review Team (PSRT) continues to review all valid findings once an appeal has been requested or for other administrative reasons, such as when a valid finding may affect a client's employability or volunteer rights.

The tables below shows the number of appeals requested, disposition of the appeals, and PSRT cases reviewed by region:

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<b>Appeals Requested to the Division of Administrative Law (DAL)</b>				
<b>Worker Region</b>	<b>September 1 2018- March 31, 2020</b>	<b>April 1, 2020 – March 31, 2021</b>	<b>April 2021- March 31, 2022</b>	<b>April 2022- March 31, 2023</b>
CW Region 1 Greater New Orleans	175	92	108	134
CW Region 2 Baton Rouge	91	39	60	49
CW Region 3 Covington	179	82	81	107
CW Region 4 Thibodaux	91	44	45	36
CW Region 5 Lafayette	115	52	55	52
CW Region 6 Lake Charles	52	21	35	41
CW Region 7 Alexandria	77	31	49	48
CW Region 8 Shreveport	101	37	60	46
CW Region 9 Monroe	60	25	30	28
<b>Statewide Total</b>	<b>941</b>	<b>423</b>	<b>523</b>	<b>541</b>

<b>Disposition of Appeals Requested to the Division of Administrative Law (DAL) during FFY 2020</b>						
<b>Worker Region</b>	<b>DCFS Decision Maintained</b>	<b>DCFS Decision Overturned</b>	<b>Case Dismissed by Court</b>	<b>Case Dismissed by Client</b>	<b>Pending as of 1/14/2021</b>	<b>Total</b>
CW Region 1 Greater New Orleans	50	23	1	5	8	87
CW Region 2 Baton Rouge	25	9	1	4	3	42
CW Region 3 Covington	48	25	1	8	13	95
CW Region 4 Thibodaux	20	18	0	1	4	43
CW Region 5 Lafayette	27	10	0	3	3	43
CW Region 6 Lake Charles	22	2	0	3	2	29
CW Region 7 Alexandria	20	5	0	2	5	32
CW Region 8 Shreveport	20	5	4	8	2	39
CW Region 9 Monroe	18	10	2	2	2	34
<b>Statewide Total</b>	<b>250</b>	<b>107</b>	<b>9</b>	<b>36</b>	<b>42</b>	<b>444</b>

<b>Disposition of Appeals Requested to the Division of Administrative Law (DAL) during FFY 2021</b>						
<b>Worker Region</b>	<b>DCFS Decision Maintained</b>	<b>DCFS Decision Overturned</b>	<b>Case Dismissed by Court</b>	<b>Case Dismissed by Client</b>	<b>Pending as of 5/9/2022</b>	<b>Total</b>
CW Region 1 Greater New Orleans	54	35	0	2	14	105
CW Region 2 Baton Rouge	36	10	0	0	5	51
CW Region 3 Covington	55	13	1	7	14	90
CW Region 4 Thibodaux	30	23	0	0	6	59
CW Region 5 Lafayette	34	11	0	0	7	52
CW Region 6 Lake Charles	11	12	0	0	3	26
CW Region 7 Alexandria	41	12	0	1	0	54
CW Region 8 Shreveport	33	15	0	3	5	56
CW Region 9 Monroe	18	1	2	0	0	21
<b>Statewide Total</b>	<b>312</b>	<b>132</b>	<b>3</b>	<b>13</b>	<b>54</b>	<b>514</b>

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<b>Disposition of Appeals Requested to the Division of Administrative Law (DAL) during FFY 2023</b>						
<b>Worker Region</b>	<b>DCFS Decision Maintained</b>	<b>DCFS Decision Overturned</b>	<b>Case Dismissed by Court</b>	<b>Case Dismissed by Client</b>	<b>Pending as of 5/11/2023</b>	<b>Total</b>
CW Region 1 Greater New Orleans	65	37	4	4	22	132
CW Region 2 Baton Rouge	29	8	0	4	8	49
CW Region 3 Covington	36	14	2	1	19	72
CW Region 4 Thibodaux	21	7	0	1	1	30
CW Region 5 Lafayette	35	14	0	1	7	57
CW Region 6 Lake Charles	19	8	0	2	3	32
CW Region 7 Alexandria	24	8	0	1	2	35
CW Region 8 Shreveport	34	8	0	2	2	46
CW Region 9 Monroe	32	2	0	0	1	35
<b>Statewide Total</b>	<b>295</b>	<b>106</b>	<b>6</b>	<b>16</b>	<b>65</b>	<b>488</b>

<b>PSRT Case Reviews Created FFY 2020</b>				
<i>(Note: PSRT reviews occur prior to the DAL appeal hearings and prior to the release of SCR or Repository Child Abuse Clearance results. PSRT reviews occur on both new and old cases.)</i>				
<b>Worker Region</b>	<b>Valid Finding Maintained</b>	<b>Valid Finding Overturned</b>	<b>Pending as of 1/14/2021</b>	<b>Total</b>
CW Region 1 Greater New Orleans	172	49	0	221
CW Region 2 Baton Rouge	100	22	1	123
CW Region 3 Covington	163	61	10	234
CW Region 4 Thibodaux	65	28	0	93
CW Region 5 Lafayette	97	32	5	134
CW Region 6 Lake Charles	77	28	1	106
CW Region 7 Alexandria	97	32	4	133
CW Region 8 Shreveport	115	8	11	134
CW Region 9 Monroe	119	37	5	161
Other	6	0	0	6
<b>Statewide Total</b>	<b>1,011</b>	<b>297</b>	<b>37</b>	<b>1,345</b>

<b>PSRT Case Reviews Created FFY 2021</b>				
<i>(Note: PSRT reviews occur prior to DAL appeal hearings and prior to release of SCR or Repository Child Abuse Clearance results. PSRT reviews occur on both new and old cases.)</i>				
<b>Worker Region</b>	<b>Valid Finding Maintained</b>	<b>Valid Finding Overturned</b>	<b>Pending</b>	<b>Total</b>
CW Region 1 Greater New Orleans	131	59	4	194
CW Region 2 Baton Rouge	140	24	0	164
CW Region 3 Covington	248	33	0	281
CW Region 4 Thibodaux	105	26	0	131
CW Region 5 Lafayette	125	19	0	144
CW Region 6 Lake Charles	85	57	4	146
CW Region 7 Alexandria	151	54	7	212
CW Region 8 Shreveport	174	38	14	226
CW Region 9 Monroe	94	20	8	122
Other	0	0	0	0

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<b>Statewide Total</b>	<b>1,253</b>	<b>330</b>	<b>37</b>	<b>1,620</b>
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<b>PSRT Case Reviews Created FFY 2022</b>				
<i>(Note: PSRT reviews occur prior to DAL appeal hearings and prior to release of SCR or Repository Child Abuse Clearance results. PSRT reviews occur on both new and old cases.)</i>				
<b>Worker Region</b>	<b>Valid Finding Maintained</b>	<b>Valid Finding Overturned</b>	<b>Pending</b>	<b>Total</b>
CW Region 1 Greater New Orleans	182	56	1	239
CW Region 2 Baton Rouge	145	35	0	180
CW Region 3 Covington	177	50	3	230
CW Region 4 Thibodaux	71	26	0	97
CW Region 5 Lafayette	169	52	0	221
CW Region 6 Lake Charles	118	56	0	174
CW Region 7 Alexandria	101	50	18	169
CW Region 8 Shreveport	174	56	1	231
CW Region 9 Monroe	154	35	3	192
Other	2	0	0	2
<b>Statewide Total</b>	<b>1,293</b>	<b>416</b>	<b>26</b>	<b>1,735</b>

**Protecting Legal Rights of families and alleged perpetrators Activities Planned for FFY 2023:**

The PSRT will continue to work with CCWIS towards implementing the two-step due process for clients, developing notification systems and to help ensure the clients have a complete understanding of the two-step process at implementation of CCWIS. Upon request, the PSRT will conduct in-person meetings with local offices to provide support and training. These meetings will assist the field in increasing their knowledge and address any concerns that have been identified as barriers. The PSRT will continue leading bi-annual meetings with each region to discuss PSRT data and will report continued challenges identified during the review process. The PSRT will continue quarterly meetings with CPS and Bureau of General Counsel and roll up data to ensure policy and practices are in-line with decision making and continue to address any errors PSRT has identified as deficiencies in investigations.

**Protecting Legal Rights of families and alleged perpetrators Update FFY 2023:**

Due to the change in contract for the launching of CCWIS, the two process procedure has been placed on hold. Upon request, the PSRT conducted in-person meetings with local offices to provide support and training. These meetings assist the field staff by increasing their knowledge and address any concerns that are identified as barriers. The PSRT continued leading bi-annual meetings with each region to discuss PSRT data and reported challenges identified during the review process. The PSRT held quarterly meetings with CPS and Bureau of General Counsel to ensure policy and practices are in-line with decision making as well as address any errors PSRT has identified as deficiencies in investigations. PSRT hearings were held primarily by telephone at the preference of the appellant.

**Protecting Legal Rights of families and alleged perpetrators Activities Planned for FFY 2024:**

The BGC is working to revamp the notification form for valid findings to make it easier for clients to understand their due process rights.

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**PROGRAM AREAS:** Multi-disciplinary outreach, consultation or coordination the state has taken to support implementation with substance abuse treatment authority, hospitals, health care professionals and public health agencies.

**SERVICES PROVIDED**

14. **Interagency Collaboration/Consultation with Physicians:** When appropriate, the department consults with physicians or other appropriate medical professionals to obtain appropriate assessments and guidance to address health needs, including mental health needs, and well-being of foster children. Annual medical examinations are required for all foster children as are dental exams for all foster children with their first tooth, or age one year and older, whichever comes first. Other medical needs are addressed as they arise. Medical choice is limited to licensed physicians and facilities who participate in the Medicaid programs or providers who agree to bill and accept payment from DCFS.

The worker is responsible for 1) initiating plans for medical care 2) making direct referrals when indicated; and 3) maintaining current medical information in the child's case record. Responsibility for securing routine medical care is delegated to foster parents or other caregivers with assistance from the worker. For children up to one year of age, examinations shall be obtained according to the standards established by the American Academy of Pediatrics, and for all children over the age of one year at least annually or more frequently based upon the child's needs or a physician's recommendations.

Louisiana has adopted the provisions of the Affordable Care Act, which allows youth aging out of foster care to retain Medicaid coverage from age 18 to age 26. These services include only those, which are needed for routine wellness or medical necessity. DCFS implemented a polypharmacy and diagnostic consultation process with a contracted Psychiatrist at LDH. Children on multiple psychotropic medications with multiple diagnoses and at risk of placement disruption are candidates for presentation on bi-weekly calls and follow-up consultations as deemed necessary. The purpose of the consultation is to educate staff on the impact multiple psychotropic medications and mental health diagnoses have on children and youth in foster care and to empower staff with information to advocate on behalf of the indicated child. The Psychiatrist consults with departmental staff to provide guidance in case planning as needed. Policy and forms were created to address the use of psychotropic medications requiring parental consent when parent's continue to retain their rights, requiring that psychotropic meds be considered a last resort treatment option, and requiring a discussion of the medication's impact and options with the child, birth parent(s) and foster caregiver. A statewide WebEx was conducted to review updates to psychotropic medications policy and to provide support to staff with case specific questions on the topic. The psychotropic medications training is posted and is accessible on the DCFS website to all staff and stakeholders. Ongoing educational training and/or information WebEx trainings related to mental health issues and children in Foster Care are offered to all Foster Care staff on a quarterly basis.

DCFS staff ensure a Trauma and Behavioral Health (TBH) screening is completed by the caregiver and by children age seven and older within 30 days of foster care entry.

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Subsequent TBH screenings are completed every six (6) months thereafter. The caregiver's version is completed for children ages birth to six (6) years.

**Population Served:** Children and youth in the DCFS foster care program statewide and youth aging out of foster care at age 18 up to 21.

**Services Provided:** Treatment for resolution of emotional, behavioral or psychiatric problems to restore clients referred for outpatient mental health treatment to an acceptable level of functioning in the family and/or community in accordance with the case plan goal as well as to assess the medical and dental health and well-being of foster children.

Referrals for treatment are made based on medical necessity, treatment needs of the child and reduction of risk in the home of origin. Recommendations by medical professionals in assessing the well-being of foster children are often essential to the development of a case plan to work with the child and the family. In some cases, it is used to assess the progress with the case plan or prepare for court involvement. All treatment provided to DCFS clients, is to be addressed in the case plan for the family and child.

**Interagency Collaboration/Consultation Update FFY 2021:** The DCFS consults with Dr. Marty Drell to obtain appropriate assessments of foster children. The purpose of these calls are to educate staff on multiple medications and diagnoses. The calls held with Dr. Drell have helped the staff tremendously. All calls held are always educational and very engaged. The calls are helpful in that the workers and caregivers obtain needed guidance and education regarding the health, mental health and well-being of foster children. A training was provided to the Department of Children and Family Services staff to give more in-depth information on how to care for a child with multiple medications and diagnoses. Dr. Drell consults with the department staff to provide information for case planning and referrals.

The DCFS staff ensure a Trauma and Behavioral Health (TBH) is completed by both the children and caregivers. TBH's are to be completed every 6 months and for every child entering care until the age of 18 up to 21. TBH's have helped in assessing the well-being of foster children. Sufficient progress has been made with the Trauma and Behavioral Health screenings. Quarterly reports are forwarded to all regions to keep the staff abreast on needed TBH forms. The TBH forms have helped staff stay on top of their medical appointments and diagnoses. The staff are using and filing the forms. All staff members are in compliance with completing the forms and interacting with caregivers to complete the forms.

**Interagency Collaboration/Consultation with Physicians Activities Planned FFY 2022:** The DCFS will continue consultations with physicians and other appropriate medical professionals to obtain guidance and appropriate assessments to address health needs, mental health needs and the well-being of foster children. The DCFS will continue to complete TBH screenings on children and caregivers every six months for every child entering care until the age of 18 up to age 21. Monitoring and completion of the TBH screenings will continue by monitoring through quarterly reporting requirements.

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**Interagency Collaboration/Consultation Update FFY 2022:** The DCFS Foster Care Unit continues consults with Dr. Marty Drell. This collaboration has continued in an effort to obtain appropriate assessments of children in foster care. The consultation calls are held with Dr. Drell as education for staff to better understand the physical and behavioral health concerns of children and youth. These calls also assist with helping case workers meet the child's specific needs.

The DCFS continues to ensure a Trauma and Behavioral Health (TBH) is completed on each child within 30 days of opening a new case and every six months thereafter. The TBH screening tool has helped in assessing the well-being of foster children. All staff members are in compliance with completing the forms and interacting with caregivers to complete the forms. Referrals are made for each child to address any trauma or PTSD symptoms identified by the use of this screening tool.

**Interagency Collaboration/Consultation with Physicians Activities Planned FFY 2023:** The DCFS-FC Unit will continue consultations with Dr. Marty Drell to complete assessments and obtain guidance to address health and behavioral health needs while also assessing the well-being of foster children with a direct focus on those taking several psychotropic medications. DCFS will continue to complete TBH screenings on all children within 30 days of case opening and then every six months for every child entering care until the age of 18. Monitoring and completion of the TBH screenings will continue by monitoring through monthly reporting requirements. Training will also continue for all DCFS staff to become better informed on psychotropic medications and behavioral health needs of our children and youth.

**Interagency Collaboration/Consultation Update FFY 2023:** The DCFS contracted with LDH for one year to continue consultations with Dr. Martin Drell, Child and Adolescent Psychiatrist, to obtain appropriate assessments of children in foster care that are currently on psychotropic medications. The consultations assisted with educating staff and caregivers and provided them with a better understanding of the child or youth's diagnoses, the need for multiple medications, and the purpose of the medications as it relates to the behavioral health needs of the child. Consultations have been held as needed with a consultation held at least monthly when cases have been identified by the caseworker and supervisor. During FFY 2023, five consultations were held. To request a consultation, the DCFS staff followed procedures as outlined in the Child Welfare Memorandum/Psychotropic Medication Consultation and sent the required form with all attachments to the State Office Foster Care mailbox. Upon documentation being received, the foster care consultant assisted with scheduling consultations for the identified cases.

The DCFS also had a vision to be able to provide children and their caregiver involved in the child welfare system the ability to have timely access to physical and behavioral health services to meet their needs. This includes a full continuum of services and resources to allow the DCFS to fulfil its responsibility for healthcare services across all program areas including investigations, in-home services, foster care, adoption, and post adoption. This included timely and appropriately comprehensive assessment and treatment of physical and

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behavioral health needs of children and their caregivers who are being served by the DCFS. The DCFS also wanted to build upon the collaborative working relationship with the state's managed care organizations to achieve timely access to a comprehensive physical and behavioral health continuum of services. This specifically included having:

- Dedicated clinicians to administer physical and behavioral telehealth screenings within 72 hours of entering foster care; immediate access to services for any urgent health care concerns identifies; comprehensive initial health exam within 30 days, and an ongoing schedule of preventative healthcare.
- Specialized case management for substance exposed newborns and their mothers.
- Active assistance in establishing a statewide network of providers willing and able to provide same day examination when such examination is needed to determine abuse/neglect and/or safety of child against abuse/neglect.
- A Crisis Response Team with proactive outreach to establish connection with youth and caregiver when youth is determined to be “at risk” for placement disruption, and to access support with physical or behavioral health issues to prevent placement disruption.
- A dedicated liaison to assist the DCFS management with resolving urgent issues when routine established approaches do not yield results.
- Dedicated resources for the DCFS staff and caregiver to have real time access to medical and behavioral health consultation.

As a result, the DCFS developed a job description to meet these needs and hired a Medical Director in of June 2023. The Medical Director is serving as the chief medical advisor to the Assistant Secretary of Child Welfare. The Medical Director is responsible for guiding the development and implementation of clinical standards, guidelines, and protocols for healthcare services for all children and adolescents in the care or custody of the DCFS. The Medical Director is also serving as an in-house clinical resource for the DCFS ensuring timely access to physical and behavioral health services for the children and families across all program areas including intake, investigations, home-based services to families at high risk of child maltreatment, foster care, adoption, and post- adoption. The specific responsibilities of the Medical Director include:

- Working as a liaison on behalf of the DCFS with LDH and the healthcare community.
- Providing consultation on complex medical cases, as needed.
- Developing relationships, communication, and educational programming with health care providers and health care institutions state-wide.
- Collaborating with the MCO's and medical providers to establish a network of clinicians with expertise and commitment to holistically caring for the physical and behavioral health needs of the foster care population and their caregivers.
- Overseeing the development and implementation of a policy for monitoring psychotropic medications in foster care youths.
- Providing clinical guidance and expertise to the DCFS staff in the development of policies, protocols, treatment programs, case planning guidelines, and other areas, as needed.

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- Providing consultation and support to the system of medical providers that facilitates and supports the DCFS policies requiring timely medical screening and comprehensive evaluations for all children entering foster care.
- Collecting and analyzing data and preparing written reports as necessary to inform the DCFS policy-making as it relates to health care with specific attention to disparate outcomes for minority populations.
- Collaborating in the development and implementation of resources and services for each program including intake, investigations, in-home services, foster care, adoptions, extended foster care, and post-adoptions.

**Interagency Collaboration/Consultation with Physicians Activities Planned FFY 2024:** The DCFS-FC Unit will continue to consult with Dr. Drell. The consultant will continue to assist with scheduling consultations and will provide documentation and recommendations to the local office staff. DCFS-FC Unit will ensure continuous training on psychotropic medication for all staff.

The DCFS-FC unit is in the process of finalizing a Memorandum of Understanding (MOU) with Louisiana Department of Health (LDH) to ensure children/youth 0 to 17 years of age who are in DCFS custody are receiving appropriate psychotropic medication. The MOU is an effort by DCFS to prevent overusing or misusing prescribed psychotropic medications. Children included in the transfer of data from LDH would be children in foster care under the age of seven who are prescribed psychotropic medications, children in foster care under the age of four who are prescribed stimulants, and children/youth in foster care who are prescribed two or more psychotropic medications. Once these children/youth are identified, the appropriateness of a psychotropic medication consult with Dr. Martin Drell (Child and Adolescent Psychiatrist) would be held. In an attempt to ensure no child/youth in DCFS's custody is omitted, DCFS will exchange a list of children/youth in foster care via an encrypted zip email file with LDH. LDH will use the list (children/youth in foster care) provided to compare the names with their data system to see which children/youth are prescribed psychotropic medication. LDH will send the DCFS a list of children/youth who are on psychotropic medications and that list will include the drug classification along with the drug name. This information will be sent from LDH to the DCFS via an encrypted zip email file. The list between the two agencies will be exchanged quarterly.

The Medical Director will also continue to be responsible for guiding the development and implementation of clinical standards, consultations, guidelines, protocols, policies, and data analysis for healthcare services for all DCFS children. The Medical Director will continue to serve as an in-house clinical resource for the DCFS ensuring timely access to physical and behavioral health services for the children and families served by the child welfare agency across all program areas including intake, investigations, home-based services to families at high risk of child maltreatment, foster care, adoption, and post-adoption. The Medical Director will continue to work as a liaison on behalf of the DCFS with LDH.

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15. **Interagency Collaboration/Healthy Louisiana (HL)/Coordinated Systems of Care Update FFY 2021:** DCFS continued to work with LDH, the Managed Care Organizations (MCO) and system providers to enhance the provider network to ensure the Child Welfare client population receives behavioral health services to meet their needs. LDH, OBH, DCFS, and OJJ will work together to strengthen service delivery. The DCFS continued educating providers, stakeholders and state agency staff on the processes involved in securing behavioral health services. In accordance with The Family's First Prevention Service Act (FFPSA), the Behavioral Health and Placement Services Unit will develop more focused workflows to decrease reliance on congregate care settings; decrease the number of children who experience inappropriate residential treatment; increase family-care settings; and identify service gaps that prevent family care settings.

Weekly meetings are held with MCOs. OBH and other key stakeholders to identify discharge plans for children who are approaching discharge who no longer meet medical need criteria, or who are beyond medical need criteria and may need intensive discharge planning and case management to transition child to appropriate care setting. DCFS collaborates with the Louisiana Office of Citizens with Developmental Disabilities (OCDD) and the Local Governing Entities (LGE) to ensure children are appropriately identified and assessed to determine whether children are eligible for services through OCDD and the (LGE).

DCFS collaborates with the Office of Public health to ensure that providers of children residential services licensed by DCFS are recognized as priority settings for COVID testing. OPH developed COVID Testing Strike teams in every Region of the state to ensure a rapid response to testing needs for staff and residents. To initiate help from the strike team, OPH connected DCFS with LGE Regional Medical Directors to organize testing efforts.

DCFS collaborate with LDH Health Standards (LDH-HS) in ongoing assessment of quality service among residential treatment providers licensed by LDH-HS. In the event that DCFS or LDH HS becomes dubious that a provider is able or willing to provide quality care in accordance with practice standards, DCFS and LDH-HS will collaborate in efforts to assess service provision and corrective actions.

In the second quarter of 2019, DCFS concluded two-year collaboration with OBH, Building Bridges Initiatives and congregate care providers to enhance competencies within Louisiana in the Six Core Strategies™ approach. By a competitive process, providers at the psychiatric residential treatment, therapeutic group home, and non-medical group home level of care were selected to receive intensive training, coaching and support to implement Six Core Strategies. A Residential Summit is planned in October 2020 where providers will present how they implemented the Six Core Strategies™ approach within their programs and the resulting outcomes.

DCFS continues to collaborate with the office of Behavioral Health regarding the Coordinated Systems of Care (CSoC) services through meetings, weekly phone calls with

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two of the health plans, and contact with our Magellan liaison. Below is a chart that reflects the number of DCFS children referred for CSoC services:

<b>DCFS CHILDREN REFERRED TO CSoC FFY 2020</b>		
Quarter	Dates	Total Referred
1 <sup>st</sup>	10/01/2019 – 12/31/2019	271
2 <sup>nd</sup>	01/01/2020 - 03/31/2020	315
3 <sup>rd</sup>	04/20/2020 - 06/30/2020	297
4 <sup>th</sup>	07/01/2020 - 09/30/2020	296

**Interagency Collaboration/Healthy Louisiana (HL)/Coordinated Systems of Care Activities (CSoC) Activities Planned 2022:** DCFS will continue to work with LDH, the Managed Care Organizations and system providers to enhance the provider network to ensure Child Welfare client population receives behavioral health services to meet their needs. LDH, OBH, DCFS, and OJJ will work together to strengthen service delivery. The DCFS will continue to educate providers, stakeholders and state agency staff on the processes involved in securing behavioral health services. A three-part virtual Residential Summit was planned in October 2020 for providers across all levels of residential care. The education was approved for continuing education units and posted on the Louisiana Child Welfare Training Academy (LCWTA) site for ongoing use by DCFS staff to promulgate the Six Core Strategies™ within Child Welfare.

The DCFS will continue to collaborate with OBH regarding CSoC services and to ensure uniform practice standards across service providers for youth utilizing congregate care services. DCFS continues to refer children for CSoC services, which includes services and supports targeted to at risk children and youth with significant behavioral health challenges or co-occurring disorders. The DCFS continues to ensure youth in DCFS care are in the most appropriate family focused and youth informed manner.

**Interagency Collaboration/Healthy Louisiana (HL)/Coordinated Systems of Care Update FFY 2022:** The DCFS continued to work with the Office of Behavioral Health, Managed Care Organizations, the Office of Youth Development and the Office of Citizen’s with Developmental Disabilities to develop necessary resources and provider networks to more precisely meet the developmental and behavioral health needs of children and youth in the DCFS custody. The DCFS is working in a continued partnership with the Department of Health to establish a Training Institute in Best Practices in Youth Residential Care as a result of a grant applied for by LDH and awarded to LDH and the DCFS together through SAMHSA. This project is in the planning phase as LDH and the DCFS continue the work together to identify the needs of the licensed residential providers. Once needs are identified, training curriculum will be purchased, staff will be added, and training will be offered to both LDH and DCFS licensed providers. This grant will be used to help pay for staff, training curriculum, and to provide the needed trainings in an online format for all LDH and DCFS licensed residential providers.

The DCFS collaborated with The Pelican Center on a project in preparation of Louisiana’s implementation of the new Qualified Residential Treatment Program (QRTP). The Pelican Center provided education and training to judges and legal stakeholders on the

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requirements of QRTP. The training included a QRTP guide, Bench cards, template motions and orders. The DCFS continued to collaborate with the Office of Behavioral Health regarding CSoC services and to ensure uniform practice standards across service providers for youth utilizing congregate care services were met. The DCFS continued to refer children for CSoC services, which includes services and supports targeted to at-risk children and youth with significant behavioral health challenges or co-occurring disorders to the most appropriate, family focused, and youth informed care providers. Below is a chart that reflects the number of DCFS children referred for CSoC services:

<b>DCFS CHILDREN REFERRED TO CSoC FFY 2021</b>		
Quarter	Dates	Total Referred
1 <sup>st</sup>	10/01/2020 – 12/31/2020	0
2 <sup>nd</sup>	01/01/2021 - 03/31/2021	6
3 <sup>rd</sup>	04/20/2021 - 06/30/2021	14
4 <sup>th</sup>	07/01/2021 - 09/30/2021	33

\*\*Number breakdown is number of children referred with DCFS as the referral source. Information not tracked until February 2021\*\*

<b>DCFS CHILDREN REFERRED TO CSoC FFY 2022</b>		
Quarter	Dates	Total Referred
1 <sup>st</sup>	10/01/2021 – 12/31/2021	11
2 <sup>nd</sup>	01/01/2022 - 03/31/2022	12
3 <sup>rd</sup>	04/20/2022 - 06/30/2022	8
4 <sup>th</sup>	07/01/2022 - 09/30/2022	N/A

\* For 3<sup>rd</sup> quarter – date range reported is 4/1/2022 – 5/3/2022.

**Interagency Collaboration/Healthy Louisiana (HL)/Coordinated Systems of Care Activities (CSoC) Activities Planned for FFY 2023:**

The DCFS will continue to work with the Louisiana Department of Health, the Managed Care Organizations and system providers to enhance the provider network to ensure our child welfare client population receives behavioral health services to meet their needs. The LDH, OBH, DCFS, and OJJ will work together to strengthen on-going service delivery. The DCFS will continue interagency collaboration and educating providers, stakeholders and state agency staff on the processes involved in behavioral health services. The DCFS will continue to collaborate with OBH regarding CSoC services and to ensure uniform practice standards across service providers for youth utilizing congregate care services. DCFS will continue to refer children for CSoC services, which includes services and supports targeted to at-risk children and youth with significant behavioral health challenges or co-occurring disorders. The DCFS continues to ensure youth in DCFS care are in the most appropriate, family focused, and youth informed services.

**Interagency Collaboration/Healthy Louisiana (HL)/Coordinated Systems of Care Update FFY 2023:** The DCFS continued work with LDH, the MCOs and system providers to enhance the provider network and the Louisiana systems of behavioral health services to address the need for behavioral health treatment, services, and supports for children and youth in the custody of the DCFS. The LDH, OBH, DCFS, and OJJ will continue to work together to strengthen on-going service delivery. The Office of the Secretary has

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created/appointed an executive management officer to assist with collaboration with Medicaid/LDH. During the last FFY, the LDH, OBH, DCFS, and OJJ worked together to develop a more robust system of care. The DCFS will continue interagency collaboration and educating providers, stakeholders and state agency staff on the processes involved in behavioral health services. The DCFS will continue to collaborate with OBH regarding CSoC services and to ensure uniform practice standards across service providers for youth utilizing congregate care services.

During FFY 2022, workgroups were formed to collaborate with OBH and Medicaid to enhance linkage to essential treatment and service. Louisiana DCFS is working to minimize the use state general funds to pay behavioral health and physical health costs for foster children by seeking ways to maximize utilization of Medicaid funds and to leverage other federal funds services uncompensated by Medicaid. The DCFS contracted with Health Management Associates (HMA) to provide technical assistance in this endeavor. The HMA has reviewed the MCD/MCO contracts, created workflows to create a streamlined standard operating procedures and this will allow the DCFS to negotiate more efficient and uniform pathways to achieve services for children and youth in DCFS custody. The HMA has assisted with case mapping of denials, leveraging alternate funds, and increasing the benefits of existing or value added offerings. This shift of focus of the HMA contract allowed the DCFS to more strategically use the expertise of HMA to optimize federal funding for physical and behavioral health treatment for children and potential parents, served by child welfare. Work continues to solve data alignment between Child Welfare, Medicaid and MCOs to include the Medicaid Data team and eligibility team to solve data alignment and interpretation to allow for utilization reports from health plans.

The DCFS continued to refer children for CSoC services, which includes services and supports targeted to at-risk children and youth with significant behavioral health challenges or co-occurring disorders to the most appropriate, family focused, and youth informed care providers. Below is a chart that reflects the number of DCFS children referred for CSoC services:

DCFS CHILDREN REFERRED TO CSoC FFY 2023		
Quarter	Dates	Total Referred
1 <sup>st</sup>	10/01/2022 – 12/31/2022	78
2 <sup>nd</sup>	01/01/2023 - 03/31/2023	53
3 <sup>rd</sup>	04/01/2023 - 06/30/2023	
4 <sup>th</sup>	07/01/2023 - 09/30/2023	

**Interagency Collaboration/Healthy Louisiana (HL)/Coordinated Systems of Care Activities (CSoC) Activities Planned for FFY 2024:** The DCFS will continue to work with LDH, the MCOs and system providers to enhance the provider network and the Louisiana systems of behavioral health services to address the need for behavioral health treatment, services, and supports for children and youth in the custody of the DCFS. The LDH, OBH, DCFS, and OJJ will continue to work together to strengthen on-going service delivery. The DCFS will continue to collaborate with all State Agencies, providers, and

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stakeholders on the regulations, policies, processes and procedures to link children and youth to the most precise behavioral health services needed in the most expeditious and effective manner. The DCFS will continue to refer children and youth to CSoc to increase the number of children and families who have their behavioral health concerns addressed by home and community-based solutions. The DCFS will also continue to work to link children and youth the most appropriate, least restrictive, family focused, and youth informed services.

16. **Requirement for Media Disclosure on Child Fatalities and Near Fatalities** - Section 106(b)(2)(B)(x) of CAPTA requires states to assure the state will provide for the public disclosure of findings or information about a case of child abuse or neglect which results in a child fatality or near fatality. In compliance with this requirement, the Department has policy regarding the release of information to the media in cases involving child fatalities and near fatalities:

- the cause of and circumstances regarding the fatality or near fatality;
- the age and gender of the child
- information describing any previous reports of child abuse or neglect investigations are pertinent to the child abuse or neglect that led to the fatality or near fatality
- the result of any such investigations
- the services provided by and actions of the state on behalf of the child that are pertinent to the child abuse or neglect that led to the fatality or near fatality

The CAPTA legislation provides for the allowance of exceptions to the release of information in order to ensure the safety and well-being of the child, parents and family or when releasing the information would jeopardize a criminal investigation, interfere with the protection of those who report child abuse or neglect or harm the child or the child's family. The department's existing policy on disclosure provides for the exception of the release of this information when the district attorney requests information not be released due to its potential to compromise a criminal investigation, criminal prosecution or when the agency thinks a release may compromise the agency's investigation.

FFY 2020	Total Number of Children	Valid	Invalid	Inconclusive
Number of Children Investigated as a Fatality	38	14	14	5

*Fatality data from WebFocus Managed Reporting extracted 1/14/2021*

Number of Children Investigated as a Near Fatality	Total Number of Children	Valid	Invalid	Inconclusive
Investigated as a Near-Fatality Victim	17	10	6	2
Report came in as Near Fatality - Child Later Died	0	0	0	0
Near Fatalities that did not become Fatalities	17	10	6	2

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**Media Disclosure Activities Planned for 2022:** Comply with federal regulations and departmental policies with regard to media disclosure on child fatalities and near fatalities. For additional sources of child fatalities, DCFS will contact the head of the Louisiana Coroners Association and work with the Association to develop a system to obtain information on additional child fatalities. Contact will be initiated with the Louisiana Sheriff's Association on the development of a process to include any additional fatalities handled by local law enforcement.

The Louisiana Department of Children and Family Service (DCFS) Child Welfare Department received new Program Instruction (PI) ACYF-CB-PI-18-06 on June 1, 2018. As per Program Instruction ACYF-CB-PI-18-06, Louisiana will need to document steps taken to track and prevent child maltreatment deaths in the APSR due June 30, 2019, including:

- A description of the steps Louisiana is taking to compile complete and accurate information on child maltreatment deaths to be reported to NCANDS, including gathering relevant information on deaths from the relevant organizations in the state.
- A description of the steps Louisiana is taking to develop and implement a comprehensive, statewide plan to prevent child maltreatment fatalities involving and engaging relevant public and private agency partners, including those in public health, law enforcement, and the courts.

**Media Disclosure Update for FFY 2022:** The DCFS continues to comply with federal regulations and departmental policies in regards to media disclosure on child fatalities and near fatalities. In addition, an annual report is produced and sent to the Louisiana Legislature that contains significant data related to fatalities, near fatalities and other child abuse and neglect information. The DCFS also has a public facing portal which media can use to request fatality and near fatality information. The DCFS' Communication section provides media with legally allowable information upon request. The DCFS is an active member of the Child Death Review Panel where additional information is exchanged with parties such as the Louisiana Coroner's Association, Louisiana Sheriff's Association, etc. In addition, the DCFS reports data on child maltreatment deaths to NCANDS.

Requirement for Media Disclosure on Child Fatalities and Near Fatalities:

FFY 2021	Total Number of Children	Valid	Invalid	Inconclusive	Client Non-Cooperation	Pending
Number of Children Investigated as a Fatality	49	27	14	3	0	5

*Fatality data from WebFocus Managed Reporting extracted 5/6/2022*

Number of Children Investigated as a Near Fatality	Total Number of Children	Valid	Invalid	Inconclusive	Pending
Investigated as a Near-Fatality Victim	32	13	16	2	1
Report came in as Near Fatality - Child Later Died	4	2	2	0	0
Near Fatalities that did not become Fatalities	28	11	14	2	1

*Near Fatality data from WebFocus Managed Reporting extracted 5/6/2022.*

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**Media Disclosure Activities Planned for FFY 2023:** The DCFS will continue to comply with federal regulations and departmental policies with regard to media disclosure on child fatalities and near fatalities. The DCFS will continue to collaborate with the Child Death Review Panel, Louisiana Sheriff’s Association, Louisiana Coroner’s Association, and other stakeholders in regards to child fatalities and near fatalities and share data along with responding to any media requests. In addition, the DCFS will continue to provide fatality and near fatality data to the Louisiana Legislature and NCANDS.

**Media Disclosure Update for FFY 2023:** The DCFS continued to comply with federal regulations and departmental policies in regards to media disclosure on child fatalities and near fatalities. In addition, an annual report is produced and sent to the Louisiana Legislature that contains significant data related to fatalities, near fatalities and other child abuse and neglect information. The DCFS also has a public facing portal which media can use to request fatality and near fatality information. The DCFS’ Communication section provides media with legally allowable information upon request. The DCFS is an active member of the Child Death Review Panel where additional information is exchanged with parties such as the Louisiana Coroner’s Association, Louisiana Sheriff’s Association, etc. In addition, the DCFS reports data on child maltreatment deaths to NCANDS.

Requirement for Media Disclosure on Child Fatalities and Near Fatalities:

FFY 2022	Total Number of Children	Valid	Invalid	Inconclusive	Client Non-Cooperation	Pending
Number of Children Investigated as a Fatality	66	31	21	4	1	9

*Fatality data from WebFocus Managed Reporting extracted 5/11/23*

Number of Children Investigated as a Near Fatality	Total Number of Children	Valid	Invalid	Inconclusive	Pending
Investigated as a Near-Fatality Victim	62	31	20	8	3
Report came in as Near Fatality - Child Later Died	8	3	4	0	1
Near Fatalities that did not become Fatalities	54	28	16	8	2

*Near Fatality data from WebFocus Managed Reporting extracted 5/11/23*

**Media Disclosure Activities Planned for FFY 2024:** The DCFS will continue to comply with federal regulations and departmental policies with regard to media disclosure on child fatalities and near fatalities. The DCFS will continue to collaborate with the Child Death Review Panel, Louisiana Sheriff’s Association, Louisiana Coroner’s Association, and other stakeholders in regards to child fatalities and near fatalities and share data along with responding to any media requests. In addition, the DCFS will continue to provide fatality and near fatality data to the Louisiana Legislature and NCANDS.

- Plans of Safe Care:** This statewide process consists of a comprehensive assessment of the safety and risk of the substance or alcohol exposed newborn and any other children in the home by the Child Protective Services staff and is aligned with the Child Welfare

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Assessment Decision Making (CWADM) model. The comprehensive assessment is designed to promote best practice in the area of engagement and assessment at initial contact to ensure adequate services and supports are identified to enhance parenting capacity. Whenever there are supports to the mother and/or treatment services available, the newborn may be discharged to his mother's care with a plan of safe care including necessary services and careful monitoring of the child's safety. Services such as home health, Family Services, substance abuse treatment and assistance from a spouse/partner or family member may provide sufficient safety for the newborn to remain with his family. When the safety assessment decision for the newborn is, safe or unsafe, but with an in-home safety plan appearing sufficient to assure the safety of the newborn, the requirement for a plan of safe care is met and out of home placement is not required. Medical services to meet the child's needs are determined by the child's physician. The newborn must be referred to an early intervention program and other services recommended by the child's physician. When the safety decision for the newborn is unsafe and an in-home safety plan cannot control the safety threats, staff are expected to seek court action to assure the child's safety. Whenever the newborn remains in the home, the CWADM model guides the CPS worker in determining the necessary services for the family (e.g. Family Services, Court Ordered Safety Plan or Foster Care). When ongoing service needs are identified during the assessment process, the worker is expected to refer the family to community and/or DCFS services that may be available to meet the needs of the child and family.

**Plans of Safe Care FFY 2021:** The Department continues to monitor plans of safe care via Regional Quarterly Stakeholder Teams of multidisciplinary professionals to address the availability and delivery of the appropriate services for substance exposed newborns and affected caregivers and families. On a case specific level, all accepted cases continue to be monitored on a supervisor level to ensure that a plan of safe care was developed, appropriate referrals were made, and that there was follow up on those referrals. ACESS 2.0 continued to gather the below data, which CARA requires:

- Captures data regarding notifications to CPS of newborns who exhibit symptoms of withdrawal or other observable and harmful effects in the newborn's appearance or functioning a physician believes is due to the use of a controlled dangerous substance in a lawfully prescribed manner by the mother during pregnancy. It captures if a plan of safe care was developed and referrals made to ensure the needs of the family are met upon discharge from the hospital.
- Captures data of whether or not a plan of safe care was developed and monitored in reports, including services/referrals for the affected family or caregiver. This data is sent to our TIPS system to allow for NCANDS reporting.

The in person substance abuse and co-occurring disorders curriculum through the Training Academy rolled out in June 2019. The training assisted staff in understanding the dynamics of substance abuse, the unique characteristics involving Opioid use, enhancing engagement skills that will result in better outcomes, and assisted staff in assessing safety/risk in substance using families. DCFS is currently collaborating with the Office of Public Health and Office of Behavioral Health to share grant resources to convert this training to a virtual format. DCFS is planning virtual trainings on substance-exposed newborns and medication

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assisted treatment. The recorded trainings will be available on the Louisiana Child Welfare Training Academy website for staff and community partners

**Plans of Safe Care Activities Planned 2022:** Regional Stakeholder meetings will continue to be held to address needs specific to substance-exposed newborns and their families. The meetings will include multidisciplinary professionals to address the availability and delivery of the services to infants exposed to substances as it relates to medical, developmental, and other special needs due to perinatal drug use. Agency policy outlines specific tasks to be completed by the assigned caseworker of substance-exposed newborns, assuring a plan of safe care is developed and client specific referrals are made with caseworker follow up. The agency is currently developing a new CCWIS system and this system will gather the required data that is needed for CARA.

**Plans of Safe Care Update for FFY 2022:** The Comprehensive Addiction and Recovery Act (CARA) meetings were held quarterly in conjunction with the Continuous Quality Improvement (CQI) meetings. Each region has an appointed CARA Liaison who is responsible for coordinating the meetings. The DCFS staff and community stakeholders gather to discuss prevention and resources available for clients with opioid addictions. Barriers to services for clients are also discussed during the meetings. A bi-annual meeting was held in June 2021 and December 2021 with the CARA Liaisons. During the meeting, successes and barriers were discussed. Since October 2021, there have been nine CARA meetings across the state. Those meetings were held in Baton Rouge, Covington, Monroe, Orleans, Shreveport, and Thibodaux regions. Prior to closing a valid case of substance exposed newborn, CPS refers the family to Family Services with a completed Plan of Safe Care. The Family Services worker assists and monitors the family to ensure appropriate services are provided to the family. A case plan is developed in conjunction with the family to address the needs of the family to ensure the safety and well-being of the children and reduce any further maltreatment.

**Plans of Safe Care Activities Planned for FFY 2023:** Regional Stakeholder meetings will continue to be held to address needs specific to substance-exposed newborns and their families. The meetings will include multidisciplinary professionals to address the availability and delivery of the services to infants exposed to substances as it relates to medical, developmental, and other special needs due to perinatal drug use. Agency policy outlines specific tasks to be completed by the assigned caseworker of substance-exposed newborns, assuring a plan of safe care is developed, and client specific referrals are made with caseworker follow up. The agency will continue the work on developing a new CCWIS system that will gather the required data for CARA. The DCFS will continue to develop case plan goals to address safety and well-being of the children and to work towards reducing any further maltreatment.

**Plans of Safe Care Update for FFY 2023:** During FFY 2023, the Comprehensive Addiction and Recovery Act (CARA) meetings were held quarterly. Since October 2022, there have been eight CARA meetings across the state. Those meetings were held in Covington, Monroe, Orleans, Shreveport, and Thibodaux regions. The DCFS staff and community stakeholders including LDH, Early Steps, Easter Seals, and local social service organizations are invited to attend these meetings. The focus of the CARA meetings

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included discussion of prevention services available for clients with opioid addictions as well as obstacles to providing clients the services that they need. The bi-annual CARA meetings took place in June 2022 and December 2022. During these meetings, new services, successes and barriers were also discussed. Prior to closing a valid case of substance exposed newborn and upon completion of the Plan of Safe Care, the CPS worker refers the family to Family Services. The Family Services worker assists and monitors the family to ensure appropriate services are provided to the family. Together with the family, a case plan is created to address the family's needs, ensure the children's safety and wellbeing, and to reduce any further neglect and abuse.

**Plans of Safe Care Activities Planned for FFY 2024:** Regional Stakeholder meetings will continue to be held to address needs specific to substance-exposed newborns and their families. The meetings will include multidisciplinary professionals to address the availability and delivery of the services to infants exposed to substances as it relates to medical, developmental, and other special needs due to perinatal drug use. To ensure a Plan of Safe Care is created and client-specific referrals are made with caseworker follow-up, agency policy defines certain duties to be undertaken by the assigned caseworker for newborns who have been exposed to substances. The DCFS will continue to work on creating a new CCWIS platform that will compile the necessary data for CARA. As part of its ongoing efforts to promote children's safety and wellbeing, the DCFS will also continue to set case plan goals to address all the needs of the substance exposed newborns and the specific needs of their parents.

18. **Citizen Review Panels** – Louisiana has three (3) Citizen Review Panels (CRP) located in the North, South and Southwest areas of the state. The Beauregard Region CRP is parish based and located in the southwestern quadrant of the state assigned as part of the Lake Charles Region. The Monroe CRP is regional based and located in the north quadrant of the state. The remaining panel is based in the region of Lafayette located in the south quadrant of the state. The Monroe Region and the Lafayette Region consist of multiple parishes in these two regions that participate in their respective CRP.

CRP convene with the goal of providing an opportunity for citizens to commit, promote and create positive change for the overall well-being and safety of children. The CRP meet a minimum on a quarterly basis to review and to discuss specific policies and procedures as well as when applicable, review and discuss specific cases of both state and local agencies. And, the three CRP end the fiscal year by preparing an annual report.

During the last year, the three Citizen Review Panels (CRP) have reported the following:

**Lafayette Region Citizen Review Panel 2020:**

**Lafayette Region Panel Members:**

Joan Lasseigne, Foster Parent Partner, Extra Mile Resource Center  
Grace Leblanc, Our Saviors Church-New Iberia  
Shala Walls, Our Saviors Church-Broussard  
Bonnie Bonin, 16<sup>th</sup> JDC CASA

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Heather Duhon, Foster the Love Louisiana,  
Father Randy Courville  
Melissa Thompson, LCSW-BACS, Area Director Lafayette Region  
Ryan Dodge, Performance Measures Consultant, DCFS-CW  
Jessica Houghton, FC Caseworker, St. Martin CW  
Melissa Vidrine, LCSW, CW Manager, DCFS-CW  
Marlo Davis, MSW, RSW, CW Manager, DCFS-CW  
Sandra Moore, FC/FS Supervisor, Iberia CW  
**Withdrawal:** Corey Porter and Darlene French,

**Introduction:** The following events occurred as part of the Lafayette Region DCFS Citizen Review Panel.

Meetings – Tentatively scheduled on March 27, 2020 and was cancelled due to the pandemic.

The Citizens Review Panel did not meet in 2020 due to the pandemic. However, Lafayette Region maintained a working relationship with several panel members, which included partnerships with faith, based churches. As a result, continuation of Christmas gifts for foster children and children in FS cases via outdoor Christmas activities that were in compliance with COVID-19 guidelines.

Lafayette Region continued to utilize QPI to maintain a working relationship with stakeholders and community partners. A meeting with CASA Director, Heather Blanchard, and Foster the Love director, Heather Duhon, was held on January 8, 2020 in St. Landry Parish. Judge Duplantier convened meeting with TSU Representative, Cross Roads NOLA representative, Anna Palmer, attorneys, community partners regarding trauma informed practices, including, TBRI in the courts.

Lafayette Region assisted Lake Charles Region during the impact of Hurricane Delta. CPS staff around the region assisted Lake Charles by conducting investigations and providing services to ensure children and families were safe and services were provided. Neither natural disasters nor a worldwide pandemic can prevent Child Welfare Staff from preventing the safety of our citizens.

**Recommendations/Future Plans for Panel:**

- a. Meetings to be held virtually during the pandemic.
- b. Combine Citizen Review Panel with QPI Quarterly Meetings.

**Monroe Region Citizen Review Panel 2020:** The Monroe Region Citizen Review Panel continued to experience significant difficulty in maintaining the commitment of member involvement with the panel due to ongoing serious medical challenges, job reassignments and/or retirement and even death of two panel members. These unplanned changes presented extreme challenges in fulfilling the mission statement as mandated by the 1996 Child Abuse Prevention and Treatment Act. As a result, the Region IX Citizen Review Panel failed to meet the guidelines outlined in CAPTA.

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The Monroe Region Citizen Review Panel was unsuccessful in facilitating and carrying out any meetings during the 2020 year and this was not all COVID related, although there were significant difficulties in coming together even virtually as there was no leader in place. During 2020, the panel and community was faced with the untimely death of the Panel Chairperson and this resulted in the absence of leadership as the Vice Chairperson, assumed another position that involved increased responsibilities and extensive travel across the state. Revitalization efforts are paramount at this time in an effort to stimulate renewed interest among the remaining panel members, assessment of their continued interest as well as the exploration of outreach efforts to garner the support of new community partners in revamping this endeavor. The DCFS liaison experienced illness that resulted in an extended period of absence from the office.

**Recruitment Efforts:** During the prior reporting period, in person and phone discussions were held with three current members of the panel regarding their ongoing interest in continuing to participate as stakeholders for this work. Mrs. Peggy Kirby indicated that she was unable to be as involved following the death of her spouse and her other Foster Parent duties to commit on an ongoing basis. Ella Nimmers did indicate her willingness to continue to be a part of the panel. Jacquiela McFarland expressed a desire to continue but was very aware of her declining health and the need for her to step down as the Chairperson of the panel. The liaison reached out to a retired former Office of Behavioral Health employee, Doris Broadnax, who asked to allow her to consider her ability to commit to the panel and the work to be done. With these responses, it became quite evident that an ongoing and focused recruitment effort would be necessary to revitalize the panel.

**Members of the 2020 Monroe CRP:**

Jacquiela McFarland, Chair, the Wellspring Alliance for Families, Inc.-(Deceased 2020)  
Angie Thomas, Vice-Chair, Louisiana Methodist Children’s Home-(*New Position*)  
Peggy Kirby, Advocacy Chair, LA Foster/Adoptive Parents Association, Fair Visions (following death of her spouse, did not feel she could commit)  
Patty Newman, OYD Regional Administrator-(*Retired*)  
Melody Karamanis, Louisiana Baptist Children’s Home  
Ella Nimmers, Ex. Director Christopher Youth Center (formerly Our House for Teens)  
Keri Foust, CASA

**Beauregard Parish Citizen Review Panel 2020:**

**Beauregard Parish Citizen Review Panel Members:**

Chair- Tommy Edwards, CASA  
DFCS Liaison- Telisa Pooler, CWS 4  
DCFS Liaison- Patricia McClinton, CWS  
Carol Williams, Victim Assistant Coordinator – District Attorney Office  
Alba Dubois, Counselor, Grace Church  
Kim Haynes, Beauregard Parish School Board  
Annette Duplechin, Executive Director, BeauCARE  
Sgt. D. Coker, DeRidder Police Department

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Myrna Cooley, TASC Supervisor (Truancy)  
Eddie Joslin, Beauregard Parish School Board, Designee of Tim Cooley

The Citizen Review Panels (CRP) continues to meet in conjunction with the Beauregard Parish Child Advocacy Panel for quarterly meetings. During these meetings, CRP members provide updates to all members' present including the Children Advocacy Panel members.

**Introduction:** In July 2019, it was requested that the CRP be relocated to another parish going forward. The current chair was no longer able to chair the panel due to other duties. DCFS was working on several other initiatives that mirror the task that the CRP would be engaged in. As of March 2, 2020, the CRP has been reorganized to invite different members of the community to participate on the panel.

**Summary of the Panel's Yearly Activities/Projects/Accomplishments:** A meeting was held on March 2, 2020 to discuss the CRP panel continuing in Beauregard Parish. Patricia McClinton, Leslie Breaux, Carolyn Hall and Janella Simmons attended and the discussion was geared toward restructuring the CRP Group. Numerous phone contacts and emails were conducted during the month of March to invite community members to take part in the CRP panel.

On March 27, 2020, a phone conference was held to discuss the CRP and the goals of the CRP panel. The focus of the phone conference was to share information about the CRP and recruit new panel members. The discussion focused on upcoming goals of the CRP such as recruitment of foster homes. During this meeting, commitment from new panel members was obtained. The CRP held additional meetings on April 27, 2020, May 29, 2020, June 26, 2020, July 31, 2020 and December 28, 2020.

The focus of the CRP this year was to recruit foster parents for the rural parishes. Three panel members volunteered to reach out to local churches to speak with them regarding fostering and share information on fostering. Ideas were shared regarding advertisement for recruitment such as newspaper, radio and flyers. In order for everyone to have the same information to share, the Home Development Supervisor sent a script to Mrs. Pooler and Mrs. Ashworth. Mrs. Pooler shared this script with the three panel members. Each of the panel members contacted numerous churches in the areas and spoke with them about recruitment for foster parents. However, due to COVID-19, the panel members could not go to the Churches and speak to the congregation face to face. As an alternative, Mrs. Ashworth created flyers with the "script" provided by the home development supervisor. Each flyer was printed on colored paper and mailed along with a letter to each of the Churches that were contacted. The flyers could be displayed on the Churches' bulletin boards and shared with others. The CRP discussed radio participation in advertising.

The Home Development Supervisor was coordinating with CASA to participate in the local radio broadcasting to discuss foster parenting. The CRP members discussed DCFS home development creating a video regarding fostering and specifically foster parent recruitment. During the July meeting, the panel discussed how the Home Development worker and some others could create a video with one message regarding foster parent recruitment.

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This video could be shared with the local Churches, foster parent Facebook page, District Attorney's page, and other community websites. However, Hurricane Laura and Hurricane Delta devastated our area in August and September and the video could not be produced. Our Lake Charles DCFS office had damages from the storms and the video could not be completed. It is the goal of the CRP to complete the video this year.

**Identified Trends/Findings/Concerns:**

- a. Recruitment of foster parents and volunteers in the parish remains to be a challenge.
- b. The lack of sufficient foster homes in the parish continues to place additional strain on DCFS staff, CASA Staff and volunteers assigned to the children. The additional time required to travel to conduct monthly visits remains an issue. Additional fiscal resources, manpower and logistical resources would make a significant impact on recruitment and retention of foster families.
- c. The requirement to place children outside of the Parish will continue to cause adverse effects on the children and their families.

**Recommendations:**

- a. CRP continue their efforts to increase Foster Parent recruitment for Rural Parishes.
- b. CRP continue to engage the Faith Based community, local leaders and Local organizations in rural communities to increase awareness of the need for additional Foster Homes.
- c. CRP continue to explore advertisement options such as radio and newspaper for foster parent recruitment.

**CRP Update FFY 2022:**

**Citizen Review Panels** – Louisiana has three (3) Citizen Review Panels (CRP) located in the North, South, and Southwest areas of the state. The Beauregard Panel is parish based and located in the southwestern quadrant of the state within the Lake Charles Region. The Monroe Panel is regional based and located in the north quadrant of the state. The remaining panel is based in the region of Lafayette, which is located in the south quadrant of the state. The Monroe and Lafayette Regions consist of multiple parishes that are part of their panels.

The goal of the panel is to provide an opportunity for citizens to commit, promote and create positive change for the overall well-being and safety of children. Citizen Review Panel members are engaged and requested to meet on a quarterly basis to review and to discuss specific policies and procedures; and, where applicable, to discuss specific cases of both state and local agencies as well as to prepare an annual CRP report.

The focus of all three Citizen Review Panels in Louisiana has been pulling together the members in each locale to institute coordinated community response. The review panels have been able to discuss and address the issues they identified as most important in their particular areas as a community group. The CRP's have not recommended state level change handled solely by the department. The one piece the panels felt was important was to have a recruiter for each parish or region. This has been implemented in the following way: The DCFS is in the planning phase of hiring a Recruiter, which will be based in each

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region. This process has involved research regarding how other states are handling incentive-based recruitment and then hiring a staff member to manage the recruiters. This new program will be separate from our regular Home Development program, which provides initial and ongoing certification training and manages the certification process for foster/adoptive families. It will also be a separate program from our Wendy's Wonderful Kids program, which is a child-specific recruitment program to address the needs of individual children with placement and permanency challenges. These new Recruiters will be working to build our general population of foster/adoptive parents in each region. They will perform targeted recruitment in their region based upon the identified needs of the children in that region. For example, if we have a significant population of large sibling groups entering foster care in a region that region may target recruiting families interested in caring for sibling groups. However, if another region has a significant population of medically challenged children that region may target recruiting families interested in caring for children with medical needs.

The Monroe community had seen many child deaths related to pools. Many of the panel members are also medical professionals and involved in the Child Death Review Panel. This panel merged their work efforts on both the Citizen's Review Panel and the Child Death Review Panel. The panel also worked on developing a systematic tool for all the agencies involved to use in investigating pool deaths of children. They also obtained a grant to provide Pool Safety training to the whole community. Additionally, over 100 children were provided swimming classes through this process. Therefore, the department served as a partner in collaboration with these panels to implement a community based resolution in recognition of a child safety issue.

The Beauregard panel determined recruitment and retention of foster/adoptive parents was a critical need in their area of the state. This panel worked closely with local department staff and presented to state office staff their ideas for supporting the recruitment and retention of foster/adoptive parents. This panel then implemented their ideas as a community group to achieve these goals. Some of the services this panel instituted include: they developed packets with information on fostering and delivered them to local churches, mailed post cards and flyers to foster parents in support of foster parenting, participated in radio broadcasts with the local radio stations to advertise the need for foster parents and the critical role they play in child services, shared a booth with CASA as part of a special local event called Miracle on Washington Street and an event known as the Vernon Parish Christmas Event to provide flyers on fostering along with candy bags labeled with the Home Development Unit contact information for obtaining information on fostering. They also planned participation in an April Pinwheel planting with CASA, and a 5K Color Run by CASA with the goal of addressing/resolving issues, raising awareness, building community involvement and recruitment of foster parents.

The Lafayette panel focused on discussions of how to educate the community on the services available throughout the community partners involved on the panel. This panel feels better education of the client populations would lead to greater utilization of services, which are already available in their community. They also strongly believe many of these services are definitely prevention oriented and could support families in areas such as

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housing assistance, utility assistance, family advocacy, clothing needs, and partnerships with their community in meeting the needs of our families. The panel has been educating themselves regarding available services, which includes the department representatives on the panel. They are collaborating to plan for greater education and access to services through the representative agencies and community.

During the last year, CRP's have reported the following in this annual report below:

**Lafayette Region Citizen Review Panel CY 2021:**

**Lafayette Region Citizen Review Panel Members**

Pasquel Nguyen- Extra Mile Parent Partner

Candace Patin- Center Well Senior Primary Care

Amanda Landry- Casa 16<sup>th</sup> JDC

Kade Turner- CASA of SoLA- Lead Advocate Supervisor

Bridget Savoy-LaChapelle- Manager Iberia/St. Mary DCFS

Margie Castellon- Federal Programs-Lafayette Parish School System

Jennifer Husers- Lafayette Regional DCFS

Heather Duhon- Foster the Love

Tiffany Shaw- Manager St. Landry/Evangeline DCFS

Nicolette Jones- Supervisor of CPS/FS St. Martin DCFS

Richmond Suire- Congregate Care Specialist Central Tri-Region

Marie Leger- Nurse Family Partnership- Outreach Specialist

Rose Viltz- Community Health Worker- St. Martin and Iberia Parishes, SELAHEC, Office of Public Health (OPH)

Marlo Davis- Manager Lafayette Parish/Acadia Parish DCFS

Susan Allbritton-Supervisor CPS Acadia Parish DCFS

Nicholas Thomas- Lafayette Parish School System- Federal Program- Foster Care Ed

Danielle Scott- St. Landry Parish School Board

Kenneth Holmes

Neka Mire- 232 Help

Keuh Bonhomme- CWA Supervisor St. Martin School Board

Tawyna Moore- State Office FC- Educational Liaison

**Summary of the Panel's Yearly Activities/Projects/Accomplishments:** The 2021 year was a difficult year, however despite COVID and other stressors the panel pushed forward to discuss many different topics related to child welfare concerns within the region over CY2021. Information was presented by DCFS staff as well as community state holders. Marlo Davis, DCFS offered the idea of combining service meetings to include the Child Death Review, CARA, Education Convening, QPI, CQI and CRP together in an effort to be more time efficient, to increase the number of active members, and to decrease the number of duplicated meetings. Kade Turner from CASA shared about the CASA program being geared toward being a resource to biological and foster parents. She shared that an advocate job is to reunify children to their biological parent and how they work to advocate to be more resourceful with biological parents. She shared that advocates work with parents on their progress towards their case plan goals and focus on helping to get children home

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as quick as possible. Information was also discussed about Unite Us and My Community Cares and how these programs assist with connecting to housing and transportation. Bridget Savoy-LaChapelle, DCFS shared statistics for the Lafayette Region from January-October derived from the Lafayette Region Performance Measures database and a discussion was held in an effort to improve performance and services.

**Identified Trends/Findings/Concerns/Recommendations:** The DSCF staff and community stake holders shared their concerns and recommendations during the Citizen's Review Panel meetings over CY2021 to help address and meet the needs of the families they serve. Rose Viltz with OPH stated her organization has a lot of resources to serve parents in the home including housing assistance, utilities payments, advocacy work for parents, collaboration with CASA, clothing donations, and collaboration with schools. They also have Community Health workers statewide and in every parish in Lafayette Region. Neka Mire with 232 Help stated there is the Extra Mile Clothes Closet in Lafayette, the Homeowner's Assistance Fund helps with mortgage assistance, and they also partner with Goodwill in Acadiana to provide clothing and household goods. It was recommended that this information is shared with staff so they can refer their DCFS families to these programs.

Pasquel Nguyen, an Extra Mile Parent Partner voiced a need for fire safety and planned to prepare a training on Fire Protector Factors. It was recommended that permission be granted to send information in an email once the date and time was arranged.

A concern was raised about confidentiality and fairness on cases being assigned to workers who may already have a relationship with the family. Marlo Davis, DCFS responded by sharing all DCFS workers sign a confidentiality form agreeing that they will not work a case of relatives or known families. DCFS workers are required to sign a confidentiality form each year. The recommendation was made that the DCFS continue to take extra measures to assign cases of relatives or known families to outside parishes, out of the Lafayette Region, and/or marked the case as confidential.

CARA (Comprehension Addiction & Recovery Act) meetings continued to be held quarterly. Participants on the call/zoom will also participated in CARA meetings. It was recommended that these discussions continue to focus on Substance Abuse (SA), the Opioid Epidemic, and the challenges and barriers in this field. The needs of Substance Exposed Newborns (SEN) was discussed as well as available resources from providers in the area to meet the needs of clients. Neka Mire from 232 Help asked for someone to provide information to staff on the Opioid Epidemic and how to respond appropriately to these types of calls and this will be followed up on in the future.

There were no questions/concerns/trends/recommendations involving the educational needs for the Lafayette Region. However, it was recommended that training continue on important topics such as safe sleep.

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**Monroe Region Citizen Review Panel CY 2021:**

**Monroe Region Citizen Review Panel Members**

Peggy Kirby, Advocacy Chair, LA Foster/Adoptive Parents Association, Fair Visions

Melody Karamanis, Louisiana Baptist Children's Home

Ella Nimmers, Executive Director, Christopher Youth Center

Casey Morace, Transitional Living Coordinator, Methodist Children's Home

Andrea Black, ULM, IV-E Field Supervisor

Bernadette Huey, Monroe Region Area Director, DCFS

Katie Herring, DCFS, CRP Liaison

**Summary of the Panel's Yearly Activities/Projects/Accomplishments:** The 2021 year continued to be a period of many changes as the DCFS continued to work remotely relative to the ongoing uncertainty of pandemic. In an effort to safely maintain contact with the public, many agencies continued to utilize the availability of technology to conduct business via Zoom meetings, Tele-health and Conference calls. This transitional initiative began in 2019 and continued throughout the year with ongoing challenges for both employers and community partners. The DCFS liaison was on an unexpected extended period of absence from July 2021 through mid-January 2022. Despite the challenges, efforts to remain in contact with the broad general guidelines outlined in CAPTA were ongoing.

There have been ongoing meetings with other community stakeholders to include quarterly meetings with the members of the Child Death Review Panel. Ms. Bernadette Huey, Area Director for Monroe Region, is a regular attendee of these meetings and provided a synopsis of the discussions. During the 02/23/21 meeting, the discussion centered on the lack of consistency in investigations of drowning victims. The recommendations made were to encourage all agencies involved in the investigation to ask more water safety specific questions around the incident and to consider the development of a systematic tool around drowning incidents to provide more consistency across all investigating entities. In an effort to improve investigative outcomes, additional questions were suggested to be asked such as exploring the child's ability to swim, prior lessons or experience, the child's level of comfortableness around water and the appropriateness of supervision. A resource was provided to the attendees to address additional water safety measures found at [www.poolsafety.gov](http://www.poolsafety.gov). As a result of a grant for free swimming lessons, one hundred (100) children in Region 8 received free swimming lessons in Ouachita and Lincoln parishes.

During the June 15, 2021 meeting, the importance of consistent safe sleep measures and providing education to parents in hospital settings as well as outpatient facilities (i.e. pediatrician offices) on this topic was addressed. There were shared thoughts on planning for the BCBS grant application and how impactful it would be to the community due to safe sleep efforts. Resources for the Give Your Baby Space (GYBS) website were reviewed and distribution plans were addressed further. During the final meeting of the year on September 29, 2021, a general recap of the previous meetings was the discussion.

In December 2021 the Monroe Panel met with the DCFS representatives to discuss to generate more inclusive involvement with other community entities with the goal of

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strengthening the CRP mission. Monroe Region will invite the interested panel members to enjoin with the Region's Continuous Quality Improvement Committee to further expand the participation of stakeholders from multi-faceted disciplines (i.e. Law Enforcement, Medical Staff, Fire Department Personnel, District Attorney's staff, University Educators, Behavioral Health and Residential Providers, as well as Certified Foster Parents).

**Identified Trends/Findings/Concerns/Recommendations:**

1. Continue to explore joining the CRP with other established community entities/stakeholders.
2. Extend invitations to engage potential CRP members who attend the Region's Continuous Quality Improvement Committee to expand CRP participation of stakeholders from multi-faceted disciplines.
3. As a refresher, current panel members will conduct an outreach to existing members to provide information regarding the CRP's mission.
4. Encourage all agencies involved in a child drowning related investigations to ask more water safety specific questions as well as to consider the development of a systematic tool designed to provide consistency across all investigating entities.
5. Continue to explore the best method to distribute the recommendations regarding water safety (Systematic tool: Involves exploring the child's ability to swim, prior lessons or experience, the child's level of comfortableness around water and the appropriateness of supervision).
6. Continue planning for the BCBS grant application due to the impact on community for safe sleep efforts.
7. Continue to move forward with the distribution plans regarding resources that included the Give Your Baby Space (GYBS).

**Beauregard Parish Citizen Review Panel 2020-2021:**

**Beauregard Parish Citizen Review Panel Members**

Telisa Pooler, CWS4-DCFS  
Patricia McClinton, CWS5-DCFS  
Tommy Edwards, CASA Executive Director  
Beverly Schultz, Foster Parent  
Sheila Liechty, ETC Family Resource Center Administrator  
Janet Ashworth, AC3-DCFS  
Stephanie Duplechain, CWS4-DCFS  
Samantha Pratt, CWS3-DCFS

The Citizen Review Panels (CRP) continues to meet in conjunction with the Beauregard Parish Child Advocacy Panel for quarterly meetings. During these meetings, CRP members provide updates to all members' present including the Children Advocacy Panel members.

**Summary of the Panel's Yearly Activities/Projects/Accomplishments:** CRP has continued efforts to increase Foster Parent recruitment for Rural Parishes. The focus of the CRP has been to communicate with the community and to reach out to local community resources to recruit more foster parents.

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Due to recovery efforts from Hurricane Laura and Hurricane Delta, the October 30, 2021 meeting was rescheduled to December 28, 2021. Additional CRP meetings were held on March 26, 2021, May 21, 2021, October 20, 2021, and January 21, 2022. The next CRP meeting is scheduled for April 29, 2022.

This year's topics continued to focus on fostering. Discussions were held regarding foster parent burn out. Panel Member and foster parent, Beverly Schultz, gave insight on foster home burn out and the need for more foster homes. Information was shared regarding foster home classes being held online due to COVID. This approach is more accommodating to individuals requesting certification. CRP member Janet Ashworth organized packets with information on fostering and Ms. Schultz delivered them to her local church. Mr. Edwards delivered additional packets to local churches. Stephanie Duplechain (HD Supervisor and CRP member) and Shalanda Tebeau (Methodist Ambassador for Triad for Southwest Louisiana Lake Charles Region) mailed post cards and flyers to foster parents in support of foster parenting. Ms. Tebeau and Mr. Edwards participated in Radio Broadcast with the local Radio Stations to advertise the need for foster parents and the critical role they play in child services. The radio broadcasts will be completed quarterly.

CRP members Telisa Pooler, Janet Ashworth and Patricia McClinton participated with Tommy Edwards and CASA on the Miracle on Washington Street. CASA invited CRP/DCFS to participate in their booth and CRP provided flyers on fostering along with candy bags labeled with the Home Development Unit for fostering. CRP member Telisa Pooler provided additional candy bags and flyers to CASA to distribute at their Booth for the Vernon Parish Christmas Event.

Discussions were held for upcoming 2022 events planned such as the April Pinwheel planting with CASA, 5K Color Run by CASA and future CRP meetings with the goal of addressing/resolving issues, raising awareness, building community involvement and recruitment.

**Identified Trends/Findings/Concerns:** Recruitment of foster parents and CRP volunteers in the parish remains to be a challenge. The lack of sufficient foster homes in the parish continues to place additional strain on DCFS staff, CASA Staff and volunteers assigned to the children. The additional time required to travel to conduct monthly visits remains an issue. It was discussed how additional fiscal resources, manpower and logistical resources could make a significant impact on recruitment and retention of foster families.

**Recommendations:**

1. CRP continue efforts to increase Foster Parent recruitment for Rural Parishes.
2. CRP continue efforts to engage additional CRP members.

**CRP Update FFY 2023:**

**Citizen Review Panels** – Louisiana has three (3) Citizen Review Panels (CRP) located in the North, South, and Southwest areas of the state. The Beauregard Panel is parish based and located in the southwestern quadrant of the state within the Lake Charles Region. The Monroe Panel is regional based and located in the north quadrant of the state. The

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remaining panel is based in the region of Lafayette, which is located in the south quadrant of the state. The Monroe and Lafayette Regions consist of multiple parishes that are part of their panels.

The goal of the panel is to continue providing an opportunity for citizens to commit, promote and create positive change for the overall well-being and safety of children. Citizen Review Panel members are engaged and requested to meet on a quarterly basis to review and to discuss specific policies and procedures; and, where applicable, to discuss specific cases of both state and local agencies as well as to prepare an annual CRP report.

During the last year, foster home shortages, child fatalities/near fatalities due to drug exposure, shortages of resources, staff retention including panel member recruitment in a post pandemic environment were topics of panel discussions. Foster Parent recruitment, building capacity for additional resources, CPR panel member recruitment and mandated reporter training along with continuing community partnership building efforts were trends/needs/recommendations addressed by the three CRPs.

Monthly meetings with the Prevention Model for Preservation Court was a topic in the Lafayette CRP report and this program/partnership focuses on preventing foster care placements by addressing drug related parental issues. Currently, meeting monthly allows members to address program enhancement. Lafayette also addressed the role of and work of the Quality Parenting Ambassador.

Lafayette and Monroe CRP panels addressed the substance abuse related challenges these communities and panels are facing as their greatest trend/need/concern/challenge. The Beauregard panel addressed foster parent recruitment and child abuse prevention awareness to reduce future maltreatment and foster care placement. All three panels expressed the desire to continuing building community partnerships to enhance the capacity to serve children and families in Louisiana as the greatest resource.

During the last year, the CRP's have reported the following in their individual annual reports below:

**Lafayette Region Citizen Review Panel CY 2022:**

**Lafayette Region Citizen Review & Death Review Panel Members**

Marlo Davis, LCSW, CW Manager

Debra Feller

Mayci Doucet- The Family Tree

Megan Elaire, CWS IV-DCFS Lafayette Region

Wseaux-Law Enforcement

A. Yasmin Welch, LCSW, Infant and Early Childhood Mental Health Consultant, NFP/MIECHV

Tina Stefanski, MD

Kelly Lanigan, RN – OPH

Brittany Tully, Communications Coordinator LDH/OPH Region 4

Kelli Hill, Louisiana Organ Procurement Agency

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Marie Leger  
Barbara Miller – Nurse Family Partnership Manager  
Kelly Lanigan – RN Oschner Lafayette General  
Rose Viltz – Community Health Worker

**Auxiliary Members**

Melissa Thompson, LCSW-BACS, Area Director Lafayette Region  
Bridget LaChapelle, CW Manager  
Melissa Vidrine, LCSW, CW Manager, DCFS-CW  
Keena Lewis, MSW, Child Welfare Specialist  
Jennifer Jameyson-Husers, LMSW, CW Manager  
Shalonda Francois, Methodist  
CASA Directors  
Extra Mile Family Resource Center  
Preservation Court

**Meeting Dates: Child Death Review Panel**

February 22, 2022  
May 18, 2022

**Meeting Dates: Preservation Court Prevention Team Meetings**

August 2, 2022  
September 20, 2022  
October 4, 2022  
November 1, 2022  
December 20, 2022

**Summary of the Panel’s Yearly Activities/Projects/Accomplishments:** Lafayette Region staff continue to participate in meetings throughout the community that either directly or indirectly effects the trajectory of child welfare. In support of the CARA initiative and as a CRP liaison, Marlo Davis, as an active member on the Child Death Review panel in Lafayette Region attended meetings to gain insights, develop programs and adjust case work practice for the prevention of future child deaths in the Lafayette region and statewide. The focus has been on children’s access to drugs, which has led to both fatalities and life threatening injuries of young, vulnerable children. Members discussed and developed plans to target and prevent future avoidable injuries and death to children.

Close partnerships with CASA, Foster the Love, and the national Quality Parenting network led to positive outcomes within DCFS. Foster the Love partnered with businesses throughout the area to create positive, stimulating, playrooms in the parish offices. The agency continued to work with Extra Mile Family Resource Center and the Methodist organization to enhance services within the community for birth, foster parents and kinship providers. The treatment facility, Meredith’s Place, for pregnant women and women with dependent children seeking treatment for substance dependence opened in September 2022. The need for the treatment facility was evident due to the increase in substance-

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exposed newborns within the community in addition to the proliferation of opioids and resulting addiction in the community. These facilities will address the gaps in services for substance abusing pregnant women and women with dependent children. The Extra Mile also focused efforts on prevention and utilized department data on abuse/neglect in geographic areas to determine the focus of prevention strategies to provide additional supports to reduce abuse/neglect within the community. Keena Lewis, the Quality Parenting Ambassador for Lafayette Region, trained and energized foster families and relatives to work cooperatively and in partnership with birth parents, DCFS, and community partners to improve outcomes for children.

The Prevention Model for Preservation Court has worked with substance abusing parents to prevent children's entry into foster care. This model is both an educationally geared model, along with a treatment component for parents with substance abuse issues that may not rise to the level of dependency, but have an adverse effect on young children through prenatal drug exposure. During this period, monthly meetings were convened with DCFS and the Preservation Court Prevention team to enhance the partnership and determine changes needed to meet the established goals and to enhance the program.

**Identified Trends/Findings/Concerns:**

1. Focus has been on children having access to drugs, which has led to both fatalities and life threatening injuries of young, vulnerable children. Members regularly discuss and develop plans to target and prevent future avoidable injuries and death to children. Substance exposed newborn cases occasionally become fatality cases for various reasons, including co-sleeping, despite information provided on safe sleep. Safe sleep discussions have been important and information on safe sleep needs to be pervasive and permeate communities to prevent infant deaths. Lafayette CRP has no other specific plan of action to provide regarding addressing this trend/concern at this time.
2. The need for the treatment facility was evident due to the increase in substance-exposed newborns within the community and the proliferation of opioids resulting addiction in the community. Meredith's Place was opened due to the proliferation of substance abuse and the need for a treatment facility for women with young children.
3. These existing facilities representatives will continue to address gaps in services for substance abusing pregnant women and women with dependent children.
4. The Quality Parenting Ambassador for Lafayette Region, Keena Lewis, will continue to train to energize foster families and relatives to work cooperatively and in partnership with birth parents, DCFS and community partners to improve outcomes for children.
5. Monthly meetings were convened with DCFS and the Preservation Court Prevention team with the goal of enhancing the partnership and determining changes needed to meet the established goals and enhance the program and this effort will continue.

**Recommendations:**

1. Continued work is planned with Extra Mile, the Family Resource Center and the Methodist organization to enhance services within the community for birth, foster parents and kinship providers. The DCFS to partner with My Community Cares on prevention work in the community.

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2. Assess Preservation Court Prevention Team concept to determine if program requires expansion, and whether one specialist from the DCFS needs to be assigned to the team to handle the prevention cases, similar to the Preservation Team model. Review the intake and referral process to ensure the correct cases are referred timely to the prevention program. Enhance the partnership and determine changes needed to meet the established goals and enhance the program.
3. Continue community collaboration to identify programs and resources to decrease infant deaths in the region. Prevention should be the focus to lower the infant mortality rate in Louisiana.
4. Ensure the DCFS staff are aware and refer pregnant mothers and mothers with minor children with substance dependence to Meredith's place for treatment to prevent removal of children. Meetings with Extra Mile FRC, the DCFS managers and staff to ensure utilization of this resource as a part of prevention efforts.

**Monroe Region Citizen Review Panel CY 2022:**

**Monroe Region Citizen Review Panel Members**

Melody Karamanis, Louisiana Baptist Children's Home

Ella Nimmers, Ex. Director Christopher Youth Center

Casey Morace, Transitional Living Coordinator, Methodist Children's Home

Andrea Black, ULM, IV-E Field Supervisor

Jerrod and Jennifer Hawthorne-Foster Parents

Bernadette Huey, Monroe Region Area Director-DCFS

Katie Herring, DCFS Liaison

**Summary of the Panel's Yearly Activities/Projects/Accomplishments:**

The 2022 year continued to be a period of many changes within the DCFS as we transitioned back to our respective offices. In an effort to continue to operate safely while maintaining contact with the public, many meetings continued to be held virtually in efforts to conduct regular business. Despite the challenges, efforts to remain in contact with the broad general guidelines outlined in CAPTA were ongoing.

On June 23, 2022, the 1<sup>st</sup> Face-to-Face State CQI Meeting was held since 2020 and this meeting was a follow-up to the virtual meetings that had been held and the focus was on assisting youth in developing a voice; collaboration among team members and developing strategies for practice improvements within our regions. Invited to this meeting were foster parents, birth parents, older/former youth, DCFS staff and community partners. As a result of Monroe Region's efforts to enjoin members of the CRP panel with the Region's CQI Committee, participation of stakeholders from the various professional disciplines continue to be ongoing as we work to improve the community's outlook on DCFS policies and procedures as well as working to encourage the public to provide feedback on what we are doing well and what still requires improvement as we navigate through the difficult times.

In September 22, 2022, CASA of Northeast Louisiana hosted a Substance Abuse Panel, consisting of a Judge (4<sup>th</sup> JDC Drug Court), Adult and Juvenile Court Coordinators and a DCFS Manager to address the rising concern of substance use, how the court views this

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topic and how the DCFS might better address the concerns as it relates to working with the many families whose lives are touched by this societal menace. There were a number of stakeholders and volunteers present to partake in the discussion on how different community agencies are addressing this rising pandemic. This event was held on the site of one of Monroe's faith-based entities and a meal was provided for the attendees.

There have been ongoing meetings with other community stakeholders to include quarterly meetings with the members of the Child Death Review Panel where Ms. Bernadette Huey, Area Director for Monroe Region DCFS, has continued to be in regular attendance. These meetings and the discussions are both informative and educational for the panel participants. In the most recent meeting held on March 1, 2023 a review of cases was done on infant deaths relative to co-sleeping. Although this is an issue and concern that mothers are cautioned against in hospital settings before discharge, the known dangers could be reiterated by staff upon agency involvement and routine discussion of this ongoing education should be documented. It is believed that this recommendation would serve to keep the warning idea present and in the forefront of parent's minds in infant involved cases in an effort that this would become a common practice to lower and improve the investigative outcomes by decreasing the number of infant deaths by this means, even more significantly.

**Recruitment Efforts:**

There were limited recruitment efforts overall; however an outreach to the listed panel members was made and verbal commitments were renewed by the referenced panel members. With the idea to co-join with already established community entities, we have been able to generate a sense of inclusiveness in obtaining and lending support and feedback to better our efforts in identifying and listening to the public. Information on the panel's existence and its goals were provided to clarify the general and overall mission so we can continue in this work. We continue to look forward to the furtherance of established partnerships and ongoing improvements in the work we do for children and families daily.

**Identified Trends/Findings/Concerns:**

1. DCFS will reiterate to staff the need to engage parents of young children in discussions regarding the dangers of co-sleeping per current policy and encourage the established policy protocol for documenting these discussions to be followed. These concerns will continue to be discussed quarterly in the Child Death Reviews. DCFS will also seek other opportunities during meetings with Community Partners to request their support in sharing information with the public regarding the dangers of co-sleeping with infants.
2. The CRP and DCFS will continue in partner with the QPI committee to work to improve practices that support youth awareness in communicating their needs. DCFS will continue to work with our community partners to have better outcomes for youth in foster care and those exiting foster care.
3. DCFS will continue to partner with the faith-based entities within our communities to highlight and discuss the importance of drug education to families. DCFS has and will continue to establish working relationships with area Rehabilitation Centers that provide services for families who experience substance abuse issues. Also DCFS will

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continue to provide training opportunities for staff to enhance their work with persons dealing with substance abuse.

4. The CRP members along with CQI will continue to increase efforts to include additional partners who share the same goals and ideas as this panel by sharing and spreading the tenets of this work in ongoing efforts to improve our community relationships and partnerships. DCFS will also look at holding these open forum meetings in different locations throughout the Region to obtain input from citizens across the region in an effort to gain more participation.

**Recommendations:**

1. DCFS will continue in its efforts to spread the word regarding the dangerous effects of co-sleeping and urge other community partners to join in these efforts.
2. DCFS will continue in our joint efforts and partnerships with stakeholders to work toward better outcomes for youth in communicating their needs and educating them on the impact of substance use through sharing of drug education.

**Beauregard Region Citizen Review Panel CY 2022:**

**Beauregard Region Citizen Review Panel Members**

Telisa Pooler, CWS4-DCFS  
Patricia McClinton, CWS5-DCFS  
Tommy Edwards, CASA Executive Director  
Beverly Schultz-Foster Parent  
Sheila Liechty-ETC Family Resource Center Administrator  
Janet Ashworth, AC3-DCFS  
Stephanie Duplechain, CWS4-DCFS  
Samantha Pratt, CWS3-DCFS  
Rhonda Waldrop, CW Consultant, DCFS  
Toni Buxton, CW Executive Manager SO-DCFS  
Bernadette Mitchell Williams, CW Manager 1, CW State Office\SS- Liaison Section

**Summary of the Panel's Yearly Activities/Projects/Accomplishments:** The CRP continued efforts to increase Foster Parent recruitment for rural parishes and Lake Charles Region. The Lake Charles Region CRP focused on improving communication with the community to assist with foster parent recruitment. Lake Charles Region staff also partnered with CASA, the Department of Health and Hospital and other community based organizations to provide information about child protective services systems and receiving feedback from community partners.

The agency completed CRP meetings in April and July of 2022. Regional staff also collaborated with the Community Advisory and Action Team on June 8, 2022 during the Child Death Review Panel with Department of Health and Hospitals. The Beauregard Child Youth Service Board partnership resumed in person meetings in March 2022. Due to Beauregard being a small community, several planning boards meet together at one meeting to discuss needs and share information about resources. Another rural parish, Jeff Davis which is also in Lake Charles Region also collaborated with the DCFS Child Welfare

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and others to resume community meetings with a local Child Youth and Service Planning Board. These partnerships have provided educational topics and suggestions on ways to improve communication between agencies to better meet the needs of children and families in our various communities.

This year's topics continued to focus on fostering. Lake Charles Region Home Development began recruitment through media interviews on television this year. Shalonda Tebeau began foster parent support groups to help support foster parents who feel they need more support. Stephanie Duplechain (HD Supervisor and CRP member), Cheryl James, (HD manager) and Shalanda Tebeau (Methodist Ambassador for Triad for Southwest Louisiana Lake Charles Region) also networked to make sure information was shared with foster parents on their regional social media pages for foster parents.

The CRP members from Beauregard Parish participated in the "Color Me Run" with CASA in March of 2022. Signs were posted promoting awareness about child abuse prevention through the community. The CRP members participated in pinwheel planting through the community and with various agencies to promote community awareness about child abuse prevention.

CRP members Patricia McClinton and Telisa Pooler partnered with Centralized Intake to present mandated reporter training to Beauregard Parish school personnel. Martin Caesar from Calcasieu Parish, an active participant with the Community Advisory and Action Team, shared information about mandated reporter training emphasizing the importance of protecting children and learning about new information and resources to share with staff. These partnerships helped the agency educate communities about child protective services and the agency learned about services that may benefit a family through Child Protective Service Systems.

To help DCFS staff better understand the importance of safe sleep practice, a safe sleep training was offered by the Department of Health and Hospitals, on February 22, 2022 via zoom to educate local staff in Lake Charles Region. As a result, the DCFS employees are better prepared to educate families about safe sleep practices.

**Identified trends/findings/concerns:**

1. Limited resources in the communities to meet the needs of children and families in the region. The agency finds it imperative for staff to be involved with other community based organizations to share information and learn about service availability as it becomes available.
2. A need to provide mandated reporter training to communities.
3. Recruitment of foster parents and volunteers in the parish remains to be a challenge. The lack of sufficient foster homes in the parish continues to place additional strain on DCFS staff, CASA Staff and volunteers assigned to the children. The additional time required to travel to conduct monthly visits remains an issue.

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**Recommendations:**

1. CPR and agency staff need to continue to partner with other community based organizations to help improve service delivery to children and families.
2. CRP members will provide child abuse awareness and mandated reporter training and awareness.
3. CRP continue their efforts to increase Foster Parent recruitment for Rural Parishes.
4. CRP panel will continue to recruit for additional CRP members.

**STATISTICAL AND SUPPORTING INFORMATION:**

**A. Annual State Data Report**

The number of children reported to DCFS as victims of child abuse and neglect, the number of reports substantiated, unsubstantiated and/or determined to be false; and, of the number of children reported the number of children who received services during the reporting year.

For additional information, see the chart in the Centralized Intake section.

**B. Information on Child Protective Workforce:** Louisiana DCFS provides Child Welfare (CW) services for children and families of the state beginning from intake through adoption. Child Protective Services (CPS) staff is responsible for the assessment of safety and risk, the assessment of the child and parental protective capacity, and the service provision and/or referral in reports of abuse and neglect. In-home services and out-of-home services are provided to ensure the safety, permanency and well-being of children impacted by abuse/neglect. Staff members are generally assigned to a single parish as well as a single program, but in some instances staff have multi-parish assignments within a region and work in more than one program.

For child protective service personnel responsible for intake, screening, assessment and investigation of child abuse and neglect reports in the state, report available information or data on the following:

**a) Demographic Information of child protective service personnel**

Age of Employee	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
20-29	12%	13%	25.76%	25.36%	
30-39	26%	27%	36.24%	33.49%	
40-49	26%	25%	26.64%	24.88%	
50-59	24%	23%	9.61%	13.88%	
60-69	11%	10%	1.31%	1.91%	
70-79	2%	2%	.44%	.48%	

Race of Employee	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
African American	67.75%	68.32%	77.73%	77.50%	
White	31.28%	30.79%	21.40%	22.01%	
Asian	0.13%	0.13%	0%	0%	
Indian	0.19%	0.19%	0%	0%	
Declined to State	0.65%	0.75	.87%	.48%	

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Gender of Employee	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
Female	94%	94%	92%	92%	
Male	6%	6%	7%	8%	

**b) Caseload or workload requirements for Child Protective Service Workforce:**

Factors that affect workload include staffing levels, caseload size, extended new worker training, reassignment of staff, higher expectations for performance and quality, Family Medical Leave, and overtime.

Staffing Levels: Every effort will be made to maintain current staffing levels for child welfare during the next five budget years.

**c) Training - Extended New Worker Training:** The Department plans to continue the extended training and reduced caseloads for new workers for the first six months of employment. This is recognized as an important practice to assure that new workers are fully prepared for the challenging careers child welfare offers. Achieving the goal of improved retention of staff will significantly reduce the impact that extended new worker training has on the caseloads of experienced workers. DCFS CW staff expects the supervisory training to result in better preparation of new staff and reduce the high rate of turnover among staff with three or fewer years of experience. (For additional information on New Worker Training and supervisory training, please refer to the Staff Training Systemic Factor and Training Plan sections of this plan.)

Child Welfare caseload size: The caseloads for experienced and new works are shown on the chart below:

Child Welfare Caseload Standards		
Program	Caseload Standard for Experienced Workers	Maximum Caseload for Workers with Less than Six Months Experience
CPI	10	7
Family Services	15	10
Foster Care	10	7
Adoptions	15	N/A*
Home Development	55	N/A*

\*DCFS requires experienced workers carry Adoption and Home Development Caseloads

- The baseline for caseload size is the average caseload for each region and statewide in each of the major child welfare programs. The goal for caseload size is to achieve the caseload standards in all programs statewide. Retaining staff and rapid hiring to replace departed workers are expected to support caseload size standards. DCFS continued with the New Hire Screening and Selection process throughout the state with all new hires and Title IV-E stipend students being interviewed with the research based process. Quarterly Regional New Hire Screening and Selection conference calls were held and these conference calls were updated to zoom conference on January 28, 2021 with an

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additional quarterly call being held on April 29, 2021. Regional New Hire Screening and Selection meetings allow all regions throughout the state to report best practice experiences, concerns, vacancies, quarterly turnover, trends, and if there are any applicants in the hiring pool. Several trends reported throughout the quarterly regional calls consisted of concerns from staff surrounding low salaries and caseloads being too high and/or staff being overwhelmed. The DCFS-Workforce Development has been actively completing conducting mass interviews and will continue with job fairs in parishes across the state to help fill vacant positions. The DCFS will continue to use the new, shorter interview process, work on the retention plan, and continue the Stay and Wellbeing Surveys. The DCFS will continue to advertise vacancies at colleges across the state and will continue to develop a new advertising page on the civil service website. Regional New Hire Screening and Selection meetings have continued with all regions to assess on-going best practice experiences, concerns, vacancies, quarterly turnover, and trends with each region.

The tables below provide caseload standards for experienced workers in the child welfare program areas: Child Protective Services (CPS), Family Services (FS), Foster Care (FC) and Adoptions (AD) and Home Development (HD). The charts provide an average caseload per worker in each region and statewide during FFY 2020. The average caseload sizes for CPS, FC and AD were above the caseload standards. The average caseload sizes decrease in FS, FC, AD and HD during FFY 2021. The average caseload sizes for CPS and FC were above the caseload standards statewide. The average caseload sizes for FS, AD and HD was below the standard caseload numbers during FFY2021. The caseload per worker size decreased in AD and HD during FFY 2021 compared to FFY2020.

As indicated in the table below, CPS caseloads increased by 8% from baseline statewide. Statewide the average number of cases per worker was above the standard of 10 cases. CPS caseloads increased in Orleans, Baton Rouge, Thibodaux, Lafayette, Lake Charles and Alexandria Regions from FFY 2019. Caseloads declined from FFY 2019 in three regions (Covington, Shreveport and Monroe).

As indicated in the table below during FFY2021, CPS caseloads increased by 9% from the baseline. Statewide, the average number of cases per CPS worker was 12.44 during FFY 2021 which is above the standard of 10 cases. CPS caseloads increased from FFY 2020 to FFY 2021 in Baton Rouge, Covington, and Lafayette during FFY2021. However, caseloads declined during FFY 2021 in Orleans, Thibodaux, Lake Charles, Alexandria, Shreveport, and Monroe Regions.

As indicated in the table below during FFY2022, CPS caseloads increased by 13% since FFY 2021 and increased by 23% from the baseline. Statewide, the average number of cases per CPS worker was 14.01 during FFY 2022 which is above the standard of 10 cases. CPS caseloads increased from FFY 2021 to FFY 2022 in every region across the state.

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Child Protective Services Caseloads (Standard = 10)						
Region	Baseline	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
Orleans	12.96	13.53	13.40	13.11	15.80	
Baton Rouge	13.21	11.41	11.58	13.91	13.92	
Covington	11.38	12.23	11.69	12.30	12.74	
Thibodaux	12.38	12.17	13.03	12.02	13.40	
Lafayette	9.58	10.56	10.72	10.80	12.41	
Lake Charles	11.31	12.39	12.93	10.66	12.90	
Alexandria	11.80	13.15	13.85	12.98	18.24	
Shreveport	10.53	12.49	12.44	11.94	14.31	
Monroe	9.56	10.92	10.42	10.38	11.79	
<b>Statewide</b>	<b>11.41</b>	<b>12.37</b>	<b>12.40</b>	<b>12.44</b>	<b>14.01</b>	

Family Service caseloads have decreased below the baseline in FFY 2020 by 8.6%. All regions were below the caseloads standards. FS caseloads in Orleans, Baton Rouge, Covington, Thibodaux, Lafayette, Lake Charles and Alexandria declined from the statewide baseline. FS caseloads are above the baseline in Shreveport and Monroe regions.

In FFY 2021, Family Service caseloads in all nine regions remained below the caseload standard of 15 and caseload standard was 15.5% below the statewide baseline. In FFY 2021, FS caseloads in Orleans, Baton Rouge, Covington, Thibodaux, and Shreveport regions increased slightly and Lafayette, Lake Charles, Alexandria, and Monroe region caseloads decreased compared to FFY2020 caseloads.

In FFY 2022, Family Service caseloads in all nine regions remained below the caseload standard of 15 and caseload standard was 12% below the statewide baseline. In FFY 2022, FS caseloads in Orleans, Baton Rouge, Covington, Lafayette, and Lake Charles regions increased and Thibodaux, Alexandria, Shreveport, and Monroe region caseloads decreased compared to FFY2021 caseloads.

Family Services Caseloads (Standard = 15)						
Region	Baseline	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
Orleans	17.14	10.35	10.30	12.84	14.30	
Baton Rouge	14.65	11.67	11.28	12.78	12.93	
Covington	13.86	12.92	10.98	11.81	13.58	
Thibodaux	13.34	12.34	10.33	13.03	11.73	
Lafayette	12.99	11.06	9.99	9.23	10.43	
Lake Charles	11.15	11.30	10.88	10.86	11.20	
Alexandria	16.24	12.48	13.31	10.38	10.07	
Shreveport	10.39	12.63	10.75	11.23	10.85	
Monroe	12.51	15.23	12.56	11.16	9.68	
<b>Statewide</b>	<b>13.58</b>	<b>12.25</b>	<b>11.17</b>	<b>11.48</b>	<b>12.00</b>	

Statewide, FC caseloads remained above the caseload standard and remained higher than the baseline by 9.3%. FC caseloads decrease below the baseline in Orleans, Alexandria and Shreveport regions while Baton Rouge, Covington, Thibodaux, Lafayette, Lake Charles and Monroe regions experienced an increase above baseline.

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During FFY 2021, statewide FC caseloads remained above the caseload standard of 10 and remained higher than the baseline by 9.7%. In FFY2021, FC caseloads in Orleans, Covington, Thibodaux, Lafayette, Alexandria and Shreveport regions increased slightly and Baton Rouge, Lake Charles, and Monroe region caseloads decreased compared to FFY2020 caseloads.

During FFY 2022, statewide FC caseloads remained above the caseload standard of 10 and remained higher than the baseline by 12%. In FFY2022, FC caseloads in Orleans, Thibodaux, Lafayette, Lake Charles, Alexandria and Shreveport regions increased slightly and Baton Rouge, Covington, and Monroe region caseloads decreased compared to FFY2021 caseloads.

<b>Foster Care Caseloads (Standard = 10)</b>						
<b>Region</b>	<b>Baseline</b>	<b>FFY 2019</b>	<b>FFY 2020</b>	<b>FFY 2021</b>	<b>FFY 2022</b>	<b>FFY 2023</b>
Orleans	11.36	13.40	10.62	11.17	11.44	
Baton Rouge	10.82	14.51	15.28	14.52	14.46	
Covington	11.36	13.99	11.56	11.70	11.61	
Thibodaux	10.50	15.97	12.61	13.02	14.61	
Lafayette	8.56	11.36	11.57	12.60	13.68	
Lake Charles	10.82	13.65	15.05	12.81	13.12	
Alexandria	13.38	12.98	11.73	11.95	12.10	
Shreveport	12.79	11.36	10.43	10.57	10.91	
Monroe	11.04	13.85	14.18	13.21	11.91	
<b>Statewide</b>	<b>11.18</b>	<b>13.29</b>	<b>12.23</b>	<b>12.26</b>	<b>12.57</b>	

Adoption caseloads declined from the baseline statewide by 6.5%. Average caseloads fell within the established standard caseload in one region, Orleans. Adoption caseloads decreased from the baseline in four regions, Lake Charles, Alexandria, Shreveport and Monroe Regions. Adoption caseloads exceeded the established caseload standard in Baton Rouge, Covington, Thibodaux and Monroe regions. The caseload standards in Lafayette, Lake Charles, Alexandria and Shreveport regions fell below the caseload standards.

During FFY 2021, adoption caseloads declined from the baseline statewide by 18%. In FFY2021, AD caseloads in Orleans and Baton Rouge regions increased slightly and Covington, Thibodaux, Lafayette, Lake Charles, Alexandria, Shreveport and Monroe region caseloads decreased compared to FFY2020 caseloads.

During FFY 2022, adoption caseloads declined overall from the baseline statewide by 12%. However, the overall caseload size increased by 7% since FFY2021. In FFY2022, AD caseloads in Covington, Thibodaux, Lafayette, and Lake Charles regions increased and Orleans, Baton Rouge, Alexandria, Shreveport and Monroe region caseloads decreased compared to FFY2021 caseloads.

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Adoption Caseloads (Standard = 15)						
Region	Baseline	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
Orleans	21.28	17.40	14.51	15.33	14.25	
Baton Rouge	16.26	16.44	17.00	17.88	12.79	
Covington	14.84	22.70	18.68	13.19	14.58	
Thibodaux	17.77	29.83	20.07	17.08	22.60	
Lafayette	11.43	19.40	13.26	12.14	15.45	
Lake Charles	18.72	13.11	13.65	13.30	16.44	
Alexandria	12.31	14.02	11.74	11.02	10.68	
Shreveport	18.48	11.63	13.46	10.67	9.54	
Monroe	22.45	27.17	21.46	17.08	15.78	
<b>Statewide</b>	<b>17.06</b>	<b>19.63</b>	<b>15.95</b>	<b>13.98</b>	<b>14.96</b>	

Home development caseloads declined from the baseline statewide in every region except Thibodaux. Average caseloads fell within the established standard in one region, Monroe. Four regions experienced an increase above baseline in FFY 2020, Lafayette, Thibodaux, Alexandria and Monroe. Orleans, Baton Rouge, Covington, Lake Charles, Shreveport experienced a decrease below baseline.

During FFY 2021, home development caseloads declined from the baseline statewide by 28.5%. Average caseloads fell within the established standard of 55 in all nine regions. Three regions, Orleans, Baton Rouge, and Lafayette, experienced an increase in their caseloads compared to FFY 2020 but the remaining regions, Covington, Thibodaux, Lake Charles, Alexandria, Shreveport and Monroe decreased their caseloads.

During FFY 2022, home development caseloads declined from the baseline statewide by 33.5%. Average home development caseloads continued to remain within the established standard of 55 in all nine regions. Five regions, Orleans, Baton Rouge, Thibodaux, Lafayette, and Lake Charles experienced an increase in their caseloads compared to FFY 2021 but the remaining regions, Covington, Alexandria, Shreveport and Monroe decreased their caseloads. Baton Rouge region had the largest increase in the average caseload size during FFY2022.

Home Development Caseloads (Standard = 55)						
Region	Baseline	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
Orleans	77.8	39.57	43.14	44.48	47.25	
Baton Rouge	72.1	41.05	34.02	38.20	51.71	
Covington	64.6	66.97	58.09	48.12	39.73	
Thibodaux	42.2	59.15	66.02	51.75	51.92	
Lafayette	42.1	43.68	40.10	41.04	41.65	
Lake Charles	63.9	50.10	45.38	36.06	36.65	
Alexandria	49.7	57.18	51.13	49.23	33.79	
Shreveport	86.3	49.06	49.60	41.59	37.61	
Monroe	53.7	55.70	55.67	42.58	35.62	
<b>Statewide</b>	<b>61.37</b>	<b>51.45</b>	<b>49.15</b>	<b>43.89</b>	<b>40.78</b>	

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During FFY 2022 and 2023, the DCFS adopted the Mass Hiring Fair approach. In the Mass Hiring Fair structure, the DCFS partnered with Louisiana State Civil Service, Louisiana Workforce Commission, Louisiana Office of Technology Support, and a large internal team to market/advertise and conduct interviews, possibly giving conditional offers on-site. These on-going job fairs across the state helped to fill open positions and increase staff capacity through additional Job Appointments. The DCFS also expanded the workforce by implementing a new support role (Team Specialists) focused on early prevention and timely preservation and permanency efforts. All of this worked aimed to decrease caseloads and with the addition of the Team Specialist to make the caseload work more manageable.

**b) Supervision:** Increasing the knowledge level of supervisors with limited supervisory experience is a priority of the Department (For additional information on supervisory training please refers to the Systemic Factor – Staff Training and the Training Plan portion of this plan.) The table below provides the average number of years of supervisory and management experience for Child Welfare supervisors and managers in each region.

Monroe Region has the most supervisors with over three years’ experience at 73.69%. State Office/Centralized supervisors has the highest percentage of supervisors with less than three years of experience with a percentage rate of 78.57%. All Managers in Baton Rouge and Lake Charles region have over three years’ experience. Thibodaux and Covington Region has the highest percentage of managers with less than three years of experience with 66.67%.

For FFY 2021, Lafayette Region has the highest total number of supervisors with more than three years of supervisory experience. Out of 25, only 8 have less than three years of experience. State Office/Centralized supervisors has the highest percentage of supervisors with less than three years of experience with a percentage rate of 84.62%. Half of Alexandria and Monroe region Managers have more than three years of experience. Orleans Region has the highest percentage of managers with 80% having less than three years of experience.

For FFY 2022, Lake Charles Region has the highest total number of supervisors with more than three years of supervisory experience. Out of thirteen CW supervisors, only three have less than three years of experience. Alexandria region supervisors have the highest percentage of supervisors with less than three years of experience with a percentage rate of 82.35%. Half of Baton Rouge, Alexandria and Monroe region Managers have more than three years of experience. Lafayette Region has the highest percentage of managers with 83.33% having less than three years of experience.

<b>Supervisors with Three Years or Less Experience for FFY 2021</b>			
<b>Region</b>	<b>Total CW Supervisors</b>	<b>Number of Supervisors Under Three Years’ Experience</b>	<b>Percentage of Supervisors Under Three Years’ Experience</b>
Orleans	19	14	73.68%
Baton Rouge	15	9	60.00%
Covington	26	9	34.62%

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<b>Supervisors with Three Years or Less Experience for FFY 2021</b>			
<b>Region</b>	<b>Total CW Supervisors</b>	<b>Number of Supervisors Under Three Years' Experience</b>	<b>Percentage of Supervisors Under Three Years' Experience</b>
Thibodaux	13	9	69.23%
Lafayette	25	8	32.00%
Lake Charles	13	5	38.46%
Alexandria	18	14	77.78%
Shreveport	21	12	57.14%
Monroe	19	8	42.11%
State Office	13	1	84.62%
<b>Statewide</b>	<b>182</b>	<b>99</b>	<b>54.40%</b>

<b>Managers with Three Years or Less Experience for FFY 2021</b>			
<b>Region</b>	<b>Total CW Managers</b>	<b>Number of Managers Under Three Years' Experience</b>	<b>Percentage of Managers Under Three Years' Experience</b>
Orleans	5	4	80.00%
Baton Rouge	4	1	25.00%
Covington	6	4	66.67%
Thibodaux	3	2	66.67%
Lafayette	6	4	66.67%
Lake Charles	4	3	75.00%
Alexandria	4	2	50.00%
Shreveport	3	2	66.67%
Monroe	4	2	50.00%
State Office	24	15	62.50%
<b>Statewide</b>	<b>63</b>	<b>39</b>	<b>61.90%</b>

<b>Supervisors with Three Years or Less Experience for FFY 2022</b>			
<b>Region</b>	<b>Total CW Supervisors</b>	<b>Number of Supervisors Under Three Years' Experience</b>	<b>Percentage of Supervisors Under Three Years' Experience</b>
Orleans	19	14	73.68%
Baton Rouge	13	6	46.15%
Covington	26	12	46.15%
Thibodaux	14	7	50.00%
Lafayette	27	12	44.44%
Lake Charles	13	3	23.08%
Alexandria	17	14	82.35%
Shreveport	19	13	68.42%
Monroe	19	9	47.37%
State Office	15	12	80.00%

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Statewide	182	102	56.04%
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Managers with Three Years or Less Experience for FFY 2022			
Region	Total CW Managers	Number of Managers Under Three Years' Experience	Percentage of Managers Under Three Years' Experience
Orleans	5	3	60.00%
Baton Rouge	4	2	50.00%
Covington	7	5	71.43%
Thibodaux	4	3	75.00%
Lafayette	6	5	83.33%
Lake Charles	4	3	75.00%
Alexandria	4	2	50.00%
Shreveport	4	3	75.00%
Monroe	4	2	50.00%
State Office	26	15	57.69%
<b>Statewide</b>	<b>68</b>	<b>43</b>	<b>63.24%</b>

**a. Supervisor and Manager Education:** The Child Welfare Training Academy conducted a study of the IV-E Stipend Program in Louisiana. The study included exploration of a plan to provide stipends for current DCFS employees to obtain a MSW. As a result of the study, DCFS is currently developing policy and procedure to resume this program. Meanwhile, a focus on hiring professional level social work staff with social work degrees has continued and DCFS has implemented an evidence-based screening and selection process for entry-level staff. These new screening and selection procedures and tools were implemented effective March 1, 2017. The Department continues to work with Louisiana’s universities to attract and recruit students to participate in the IV-E stipend program.

In 2020, the State had an overall percentage of 40% of its managerial staff with a bachelor’s in social work or a related field. Baton Rouge, Alexandra and Shreveport all have 50% of managers with a bachelor’s in social work or a related field.

Statewide, 70.31% of the Managers possess a master’s in social work or a related field. Additionally, Orleans Parish had 100% of their managerial staff who each have a Masters in Social Work, while all other regions held 50% or higher with the exception of Alexandria with 25%.

In FFY 2021, the DCFS had an overall percentage of 27% of its managerial staff with a bachelor’s in social work or a related field. Baton Rouge, Covington, Lake Charles, and Alexandria all having 50% of managers with a bachelor’s in social work or a related field.

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Statewide, 68.25% of the Managers possess a master’s in social work or a related field. Additionally, Orleans Parish had 100% of their managerial staff who each have a Masters in Social Work, while all other regions held 50% or higher with the exception of Lake Charles and Alexandria with 25%.

In FFY 2022, the DCFS had an overall percentage of 45% of its supervisory staff with a bachelor’s in social work or a related field and 85% of its managerial staff with a bachelor’s in social work or a related field. All of the managers in Baton Rouge, Covington, Thibodaux, Lafayette, Shreveport and State Office held a bachelor’s in social work or a related field. Statewide, 96% of the supervisors possess a master’s in social work or a related field and 94% of the managers possess a master’s in social work or a related field. Additionally, Orleans, Baton Rouge, Lafayette, Lake Charles, Alexandria, Shreveport, and Monroe regions all had 100% of their managerial staff who each earned a masters in social work or related field. Almost all of the state office staff (95%) earned a master’s degree in social work or a related field and 80% of managers in Covington region, with Thibodaux only having 67% of their managers with a master’s degree in social work or a related field. During the last year, the DCFS has offered incentives in continuing education funding for an advanced education or an Advanced Leadership Certification program for employees desiring to pursue a Master of Social Work degree or leadership opportunities within the agency.

<b>Child Welfare Supervisors with BSW or Related Field as of FFY 2021</b>					
<b>Region</b>	<b># of CW Supervisors</b>	<b># BSW</b>	<b># Related Bachelor’s</b>	<b>Total BSW or Related Bachelor’s</b>	<b>% BSW or Related Bachelor’s</b>
Orleans	4	1	3	4	100.00%
Baton Rouge	7	5	1	6	85.71%
Covington	17	7	9	16	94.12%
Thibodaux	8	3	5	8	100.00%
Lafayette	21	1	17	18	85.71%
Lake Charles	11	1	6	7	63.64%
Alexandria	14	5	7	12	85.71%
Shreveport	10	2	4	6	60.00%
Monroe	9	5	4	9	100.00%
State Office	5	0	5	5	100.00%
<b>Statewide</b>	<b>106</b>	<b>30</b>	<b>61</b>	<b>91</b>	<b>85.85%</b>

<b>Child Welfare Supervisors with MSW or Related Field as of FFY 2021</b>					
<b>Region</b>	<b># of CW Supervisors</b>	<b># MSW</b>	<b># Related Master’s</b>	<b>Total MSW or Related Master’s</b>	<b>% MSW or Related Master’s</b>
Orleans	19	15	4	19	100.00%
Baton Rouge	15	4	4	8	53.33%
Covington	26	7	1	8	30.77%
Thibodaux	14	5	2	7	50.00%
Lafayette	25	7	0	7	28.00%
Lake Charles	13	1	2	3	23.08%
Alexandria	18	4	0	4	22.22%
Shreveport	22	7	4	11	50.00%
Monroe	19	6	2	8	42.11%

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<b>Child Welfare Supervisors with MSW or Related Field as of FFY 2021</b>					
<b>Region</b>	<b># of CW Supervisors</b>	<b># MSW</b>	<b># Related Master's</b>	<b>Total MSW or Related Master's</b>	<b>% MSW or Related Master's</b>
State Office	13	7	1	8	61.54%
<b>Statewide</b>	<b>184</b>	<b>63</b>	<b>20</b>	<b>83</b>	<b>45.11%</b>

<b>Child Welfare Supervisors with BSW or Related Field as of FFY 2022</b>					
<b>Region</b>	<b># of CW Supervisors</b>	<b># BSW</b>	<b># Related Bachelor's</b>	<b>Total BSW or Related Bachelor's</b>	<b>% BSW or Related Bachelor's</b>
Orleans	19	0	0	0	0%
Baton Rouge	15	5	1	6	40.00%
Covington	26	5	10	15	57.69%
Thibodaux	14	3	4	7	50.00%
Lafayette	25	1	14	15	60.00%
Lake Charles	13	1	5	6	46.15%
Alexandria	18	5	7	12	66.67%
Shreveport	22	3	4	7	31.82%
Monroe	19	4	6	10	52.63%
State Office	13	0	4	4	30.77%
<b>Statewide</b>	<b>184</b>	<b>27</b>	<b>55</b>	<b>82</b>	<b>44.57%</b>

<b>Child Welfare Supervisors with MSW or Related Field as of FFY 2022</b>					
<b>Region</b>	<b># of CW Supervisors</b>	<b># MSW</b>	<b># Related Master's</b>	<b>Total MSW or Related Master's</b>	<b>% MSW or Related Master's</b>
Orleans	16	12	4	16	100.00%
Baton Rouge	6	1	4	5	83.33%
Covington	9	6	2	8	88.89%
Thibodaux	7	5	2	7	100.00%
Lafayette	6	6	0	6	100.00%
Lake Charles	2	1	1	2	100.00%
Alexandria	3	3	0	3	100.00%
Shreveport	9	4	5	9	100.00%
Monroe	10	7	2	9	90.00%
State Office	10	8	2	10	100.00%
<b>Statewide</b>	<b>78</b>	<b>53</b>	<b>22</b>	<b>75</b>	<b>96.15%</b>

<b>Child Welfare Managers with Bachelor's Degree in Social Work or Related Field as FFY 2021</b>					
<b>Region</b>	<b># of CW Managers</b>	<b># BSW</b>	<b># Related Bachelors</b>	<b>Total BSW or Related Bachelor's</b>	<b>% BSW or Related Bachelor's</b>
Orleans	5	0	0	0	0.00%
Baton Rouge	4	1	1	2	50.00%
Covington	6	0	3	3	50.00%
Thibodaux	3	0	1	1	33.33%
Lafayette	6	1	1	2	33.33%
Lake Charles	4	0	2	2	50.00%
Alexandria	4	1	1	2	50.00%
Shreveport	3	1	0	1	33.33%

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<b>Child Welfare Managers with Bachelor's Degree in Social Work or Related Field as FFY 2021</b>					
<b>Region</b>	<b># of CW Managers</b>	<b># BSW</b>	<b># Related Bachelors</b>	<b>Total BSW or Related Bachelor's</b>	<b>% BSW or Related Bachelor's</b>
Monroe	4	0	1	1	25.00%
State Office	24	2	1	3	12.50%
<b>Statewide</b>	<b>63</b>	<b>6</b>	<b>11</b>	<b>17</b>	<b>26.98%</b>

<b>Child Welfare Managers with Master's Degree in Social Work or Related Field as of FFY 2021</b>					
<b>Region</b>	<b># of CW Managers</b>	<b># MSW</b>	<b># Related Master's</b>	<b>Total MSW or Related Master's</b>	<b>% MSW or Related Master's</b>
Orleans	5	5	0	5	100.00%
Baton Rouge	4	2	0	2	50.00%
Covington	6	2	1	3	50.00%
Thibodaux	3	2	0	2	66.67%
Lafayette	6	3	1	4	66.67%
Lake Charles	4	1	0	1	25.00%
Alexandria	4	1	0	1	25.00%
Shreveport	3	2	0	2	66.67%
Monroe	4	2	0	2	50.00%
State Office	24	15	6	21	87.50%
<b>Statewide</b>	<b>63</b>	<b>35</b>	<b>8</b>	<b>43</b>	<b>68.25%</b>

<b>Child Welfare Managers with Bachelor's Degree in Social Work or Related Field as FFY 2022</b>					
<b>Region</b>	<b># of CW Managers</b>	<b># BSW</b>	<b># Related Bachelors</b>	<b>Total BSW or Related Bachelor's</b>	<b>% BSW or Related Bachelor's</b>
Orleans	0	0	0	0	0.00%
Baton Rouge	1	1	0	1	100.00%
Covington	2	0	2	2	100.00%
Thibodaux	1	0	1	1	100.00%
Lafayette	2	1	1	2	100.00%
Lake Charles	2	1	0	1	50.00%
Alexandria	3	2	0	2	66.67%
Shreveport	2	2	0	2	100.00%
Monroe	2	0	1	1	50.00%
State Office	5	3	2	5	100.00%
<b>Statewide</b>	<b>20</b>	<b>10</b>	<b>7</b>	<b>17</b>	<b>85.00%</b>

<b>Child Welfare Managers with Master's Degree in Social Work or Related Field as of FFY 2022</b>					
<b>Region</b>	<b># of CW Managers</b>	<b># MSW</b>	<b># Related Master's</b>	<b>Total MSW or Related Master's</b>	<b>% MSW or Related Master's</b>
Orleans	5	5	0	5	100.00%
Baton Rouge	4	3	1	4	100.00%
Covington	5	2	2	4	80.00%
Thibodaux	3	2	0	2	66.67%
Lafayette	4	3	1	4	100.00%
Lake Charles	2	2	0	2	100.00%
Alexandria	1	1	0	1	100.00%
Shreveport	2	2	0	2	100.00%
Monroe	2	2	0	2	100.00%
State Office	22	17	6	21	95.45%

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Child Welfare Managers with Master's Degree in Social Work or Related Field as of FFY 2022					
Region	# of CW Managers	# MSW	# Related Master's	Total MSW or Related Master's	% MSW or Related Master's
Statewide	50	39	10	47	94.00%

- d. **Pay:** Per State Civil Service Rule 6.32 – In order to maintain market competitiveness, DCFS provides Market Adjustments for employees in active status six months prior to the disbursement date, except for those serving as classified When Actually Employed (WAE) employees. The Market Adjustments began in FFY 2017 and disbursements began in July 2018. The amount of base pay adjustments range from 2% to 4% and is tier based. Market adjustments were paid for FFY 2019 in July 2020 and are anticipated to be paid in July 2021 for FFY 2020.

The time for promotion from Child Welfare Specialist 1 and Child Welfare Specialist 2 position reduced from two years to one year. This change resulted in 7% pay increases for front line staff early in their careers. The third change made to resolve the pay issue was an increase in the number of Child Welfare Specialist 3 positions resulting in promotions and pay increases for staff who are promoted.

In order to help recruit and retain staff who possess a Master's Degree in Social Work or a related human services field, DCFS has been utilizing Civil Service approved Special Entrance Rates (SER) since February 2008. Civil Service approved these SERs in order to recruit and retain qualified, experienced child welfare staff. Further, justification must be provided when an applicant without a social work or related degree is hired or promoted when an applicant with such credentials has been passed over.

Market adjustments were paid for FFY 2020 in July 2021 and are anticipated to be paid in July 2022 for FFY 2021. The Louisiana Department of Children and Family Services petitioned Louisiana State Civil Services for a competitive entry pay rate and a retention premium pay rate. On Sept 29, 2021, a pay increase was awarded to frontline positions- those that assess safety, neglect, and go out to into the homes to complete investigations and assessments for our most vulnerable children and families. This will help to build staff experience, to better understand the Agency process, and increase expertise which will lead to better assessments of safety. This will support a better way to do practice with a larger experienced workforce to complete the necessary work.

During FFY 2023, per State Civil Service Rule 6.32 – In order to maintain market competitiveness, the DCFS has continued to provide Market Adjustments for employees in active status six months prior to the disbursement date, except for those serving as classified When Actually Employed (WAE) employees. The amount of base pay adjustments range from 2% to 4% and is tier based. Market adjustments were paid for FFY 2021 in July 2022 and market adjustments are anticipated to be paid in July 2023 for FFY 2022.

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In an effort to stabilize the workforce and aid in recruitment and retention of the frontline Child Welfare Workers, the Civil Service Commission granted approval on December 27, 2021 to an increased Special Entrance Rate (SER) with policy 4-46 (Special Entrance Rate for Child Welfare Specialist Trainees, 1s, 2s, 3s and Supervisors) to the first quartile of the pay level with a 10% corresponding adjustment to all employees in the following positions (those that assess safety, neglect, and go out to into the homes to complete investigations and assessments for our most vulnerable children and families) across each program :

- Child Welfare Specialist Trainee
- Child Welfare Specialist 1
- Child Welfare Specialist 2
- Child Welfare Specialist 3

The SER for the Child Welfare Supervisor increased with policy 4-46, however was not moved up to the first quartile of the pay level as with the positions listed above. It was increased 10.5% which is the difference between the pay levels of the Child Welfare Specialist 3 and the Child Welfare Supervisor. This policy approval ensures that anyone in the aforementioned titles would be eligible for the adjusted SER or corresponding adjustments and removed the prerequisites that were tied to specific Social Work and related degrees. This replace the previous SER policy that was utilized since February 2008.

Discussions have taken place to expand the premium pay policy 4-45 (Premium Pay for EFC, CPS, FS, FC – Child Welfare Specialist Trainees, 1s, 2s, 3s, and Child Welfare Supervisors) which was approved December 27, 2021 by the State Civil Service Commission to cover all program areas.

- e. **Staff Turnover:** A baseline for reducing staff turnover was established by averaging the turnover rate for each region and statewide for Calendar Years (CY) 2012 and 2013. The average turnover rates for those two years are reflected in the table below. The goal is to reduce the turnover rate by at least 5% in each region with a turnover rate greater than 20%, and by at least 3% in other regions.

In CY 2020, turnover Statewide decreased by 5.91% below the baseline. Orleans, Covington, Shreveport and Monroe regions exceed the baseline goals for CY 2020. DCFS continued with the New Hire Screening and Selection process throughout the state with all new hires and Title IV-E stipend students being interviewed with the research based process. Quarterly Regional New Hire Screening and Selection conference calls were held and these conference calls were updated to zoom conference on January 28, 2021 with an additional quarterly call being held on April 29, 2021. Regional New Hire Screening and Selection meetings allow all regions throughout the state to report best practice experiences, concerns, vacancies, quarterly turnover, trends, and if there are any applicants in the hiring pool. Several trends reported throughout the quarterly regional calls consisted of concerns from applicants regarding low starting salaries, concerns for being on call and the type of work were not good fits for many and there were concerns regarding interacting with the public during COVID-19. Many

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vacancies were caused due to internal promotion; however, some vacancies were caused due to concerns of COVID-19 and interactions with the public, caseload, employment opportunities in other areas with higher salaries including but not limited to the Louisiana school board/system. Some vacancies were due to staff moving to different states and other vacancies were due to staff becoming pregnant and not wanting to interact with the public during their pregnancy. Within the last Quarterly Regional Screening and Selection meeting there was some discussion surrounding expanding the applicant search beyond the social work profession, looking more at the timeline of onboarding, getting computers more quickly for new hires, and getting new hires into training classes more quickly. DCFS has met with Louisiana Spirits to create a crisis support group to support self-care for staff. The department continues to build supports for staff and is looking into creating a new higher-level position that would increase pay for investigative staff. Moreover, there was discussion of having security ride with staff on call overnight to alleviate concerns for safety.

In CY 2021, the turnover statewide was at 23.07% which increased by 1.75% above the baseline. Orleans, Thibodaux, Lafayette, Lake Charles, Shreveport and Alexandria regions exceeded the baseline for their region during CY 2021 with Alexandria region the highest at 16.62%. COVID-19 and several natural disasters (five hurricanes- two major in 2020 followed by a major flood and hurricane in 2021) affected the turnover rates in Louisiana. Quarterly Regional Screening and Selection meetings with each region have continued during CY 2021 in an effort to discuss vacancies, turnover, Stay and Wellbeing surveys, any trends identified, the interview/hiring process, and plans to promote increased applications through increase advertising and job fairs within each region.

In CY 2022, the turnover statewide was at 20.45% which decreased by .87% above the baseline. Orleans, Baton Rouge, Lafayette, Lake Charles, Alexandria and Shreveport regions exceeded the baseline for their region during CY 2022 with Baton Rouge region being the highest at 13.14%. Quarterly Regional Screening and Selection meetings with each region have continued during CY 2022 in an effort to discuss vacancies, turnover, Stay and Wellbeing surveys, any trends identified, the interview/hiring process, and plans to promote increased applications through increase advertising and job fairs within each region. The DCFS is working to improve staff health and wellness through a statewide Employee Assistance Program to support the whole employee (family household included).

Region	Baseline	CY 2014	Change from Baseline	CY 2015	Change from Baseline	CY 2016	Change from Baseline	CY 2017	Change from Baseline	CY 2018	Change from Baseline
Orleans	28.92%	47.56%	18.64%	26.09%	-2.83%	15.93%	-12.99%	21.43%	-7.49%	14.42%	-14.5%
Baton Rouge	32.31%	46.00%	13.69%	33.80%	1.49%	50.65%	18.34%	31.88%	-0.43%	24.00%	-8.31%
Covington	22.21%	20.72%	-1.49%	19.74%	-2.47%	21.53%	-0.68%	10.71%	-11.5%	14.65%	-7.56%
Thibodaux	16.45%	14.29%	-2.16%	30.67%	14.22%	17.57%	1.12%	23.68%	7.23%	18.82%	2.37%
Lafayette	11.57%	26.47%	14.90%	15.07%	3.50%	8.33%	-3.24%	12.58%	1.01%	7.79%	-3.78%
Lake Charles	22.61%	28.30%	5.69%	33.75%	11.75%	22.22%	-0.39%	21.05%	-1.56%	14.47%	-8.14%
Alexandria	16.36%	35.38%	19.02%	21.88%	5.52%	18.75%	2.39%	7.87%	-8.49%	17.53%	1.17%

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Region	Baseline	CY 2014	Change from Baseline	CY 2015	Change from Baseline	CY 2016	Change from Baseline	CY 2017	Change from Baseline	CY 2018	Change from Baseline
Shreveport	21.22%	25.30%	4.08%	25.83%	4.61%	27.59%	6.37%	11.71%	-9.51%	17.25%	-3.97%
Monroe	25.02%	27.94%	2.92%	33.66%	8.64%	36.54%	11.52%	18.28%	-6.74%	11.63%	-13.39%
<b>Statewide</b>	<b>21.32%</b>	<b>29.55%</b>	<b>8.23%</b>	<b>25.31%</b>	<b>3.99%</b>	<b>22.89%</b>	<b>1.57%</b>	<b>16.54%</b>	<b>-4.78%</b>	<b>14.94%</b>	<b>-6.29%</b>

Region	Baseline	CY 2019	Change from Baseline	CY 2020	Change from Baseline	CY 2021	Change from Baseline	CY 2022	Change from Baseline	CY 2023*	Change from Baseline
Orleans	28.92%	24.55%	-4.37%	17.27%	-11.65%	36.70%	7.78%	33.01%	4.09%	20.59%	-8.33%
Baton Rouge	32.31%	24.71%	-7.60%	30.24%	-2.07%	30.11%	-2.20%	45.45%	13.14%	25.64%	-6.67%
Covington	22.21%	15.03%	-7.18%	13.21%	-9.00%	16.56%	-5.65%	15.03%	-7.18%	7.03%	-15.18%
Thibodaux	16.45%	16.85%	0.40%	13.79%	-2.66%	17.44%	0.99%	15.48%	-0.97%	17.81%	1.36%
Lafayette	11.57%	7.42%	-4.15%	10.19%	-1.38%	13.07%	1.50%	15.00%	3.43%	9.63%	-1.94%
Lake Charles	22.61%	15.48%	-7.13%	21.43%	-1.18%	23.46%	0.85%	8.96%	-13.65%	1.67%	-20.94%
Alexandria	16.36%	19.35%	2.99%	13.33%	-3.03%	32.98%	16.62%	17.50%	1.14%	7.59%	-8.77%
Shreveport	21.22%	12.71%	-8.51%	11.11%	-10.11%	22.69%	1.47%	24.11%	2.89%	9.90%	-11.32%
Monroe	25.02%	17.14%	-7.88%	15.00%	-10.02%	22.86%	-2.16%	15.31%	-9.71%	17.39%	-7.63%
<b>Statewide</b>	<b>21.32%</b>	<b>16.28%</b>	<b>-5.07%</b>	<b>15.41%</b>	<b>-5.91%</b>	<b>23.07%</b>	<b>1.75%</b>	<b>20.45%</b>	<b>-0.87%</b>	<b>12.85%</b>	<b>-0.0847</b>

\* This data that has been updated only reports the turnover from 01/01/2023 through 06/30/2023, versus the historical reporting of the entire calendar year.

*Turnover by Length of Service:* Based on consistent history, approximately 50% of all turnovers occur within the first five years of employment.

*Supervision and Management Turnover:* Much of the turnover of staff with more than ten years of experience is the result of retirements, and those retiring employees frequently leave supervisory and management positions. As a result, the level of experience at the supervisory and management level remains lower than desired. Some vacancies at this level were due to internal promotion, staff relocation and/or personal reasons.

**f. Education and Experience Requirements for Child Welfare Workers and Other Professionals Responsible for the Management of Cases and Child Welfare Staff**

As a Louisiana state agency, DCFS is required to follow the rules set forth by the Department of Civil Service in accordance with Article X, Section 7 of the Louisiana Constitution. Employment practices are to be based on “merit, efficiency, fitness and length of service”. As required, the Department posts vacant positions to the Civil Service LA Careers on-line system, interested individuals apply, and, from these applications, a

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certificate of eligible candidates that meet the qualification requirements for the job is developed and provided to hiring managers. At times throughout the year, preference is given to hiring Title IV-E stipend students into Child Welfare Specialist jobs upon graduation to gain the benefit of their interest in child welfare and their child-welfare specific social work education, along with encouraging their long-term careers in child welfare. Through the Title IV-E program, the DCFS has continued a partnership with eight public Universities in Louisiana to fund Social Work interns-to-employment. The Department began an initiative to recruit last-semester college graduates to join the Department through a paid internship education and development program. The Department also increased career opportunities with DCFS through a State Civil Service qualifications expansion, allowing career crossover candidates with increased education, knowledge, and experience to join the workforce at a salary commensurate with their expertise.

**Social Services Analyst** positions are used in IV-E Eligibility Determination Units:

**Social Services Analyst 1 (SS410) Updated Job Description for FFY2023**

- Bachelor's degree
- Six years of full-time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience

***These requirements were removed during FFY2022:***

- *Graduate training in any field will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience.*
- *A bachelor of social work degree will substitute for the one year required experience.*
- *A master's degree in social work, psychology, sociology, counseling or education will substitute for the one year of required experience.*

**Social Services Analyst 2 (SS411) Updated Job Description for FFY2023**

- Bachelor's degree plus one year professional social services experience
- Six years of full-time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- A bachelor of social work degree will substitute for the one year required experience.

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- A master's degree in social work, psychology, sociology, counseling or education will substitute for the one year of required experience.

***This requirement was removed during FFY2022:***

- *Graduate training in any field will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience.*

**Social Services Analyst 3 (SS413) Updated Job Description for FFY2023**

- Bachelor's degree plus two years of professional social services experience
- Six years of full-time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- A bachelor of social work degree will substitute for the one year required experience.
- A master's degree in social work, psychology, sociology, counseling or education will substitute for the one year of required experience.

***This requirement was removed during FFY2022:***

- *Graduate training in any field will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience.*

***Historically, Social Services Counselor Positions were used in the Adoption Petitions Program, however are no longer in use. These two Social Service Counselor positions were removed during FFY2022:***

**Social Service Counselor 1 (SS410)**

- *Bachelor's degree*
- *Six years of full-time work experience in any field may be substituted for the required bachelor's degree.*
- *Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:*
  - *30-59 semester hours for one year of experience*
  - *60-89 semester hours for two years of experience*
  - *90-119 semester hours for three years of experience*
  - *120 or more semester hours for four years of experience*

**Social Service Counselor 2 (SS411)**

- *Bachelor's degree plus one year professional social services experience*
- *Six years of full-time work experience in any field may be substituted for the required bachelor's degree.*
- *Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:*

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- 30-59 semester hours for one year of experience
- 60-89 semester hours for two years of experience
- 90-119 semester hours for three years of experience
- 120 or more semester hours for four years of experience
- Bachelor's degree in social work, sociology, psychology, behavioral science or human service counseling from an accredited institution will substitute for all of the required experience.
- Graduate training in social work, sociology, psychology, or human service counseling will substitute for the one year of required experience based on thirty semester hours for one year of experience.

**Child Welfare Specialist** positions are used in front-line service for Child Protective Services, Family Services, Foster Care, Adoptions and Home Development Programs:

**Child Welfare Specialist Trainee (SS411) Updated Job Description for FFY2023**

- Bachelor's degree
- Six years of full-time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience

***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus one year of professional social services experience.*
- *Bachelor's degree in a non-related field plus one year of professional social services worker's degree in unrelated field.*
- *Master's degree in a non-related field.*

**Child Welfare Specialist 1 (SS412) Updated Job Description for FFY2023**

- A baccalaureate degree plus one year of professional level experience in administrative services, social services, or health services.
- A baccalaureate degree plus one year of law enforcement or investigatory experience.
- Six years of full-time work experience in any field may be substituted for the required bachelor's degree.

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- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience

***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus one year of professional social services experience.*
- *Bachelor's degree in a non-related field plus two years of professional social services experience.*
- *Master's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services.*
- *Master's degree in a non-related field plus one year of professional social services experience.*

**Child Welfare Specialist 2 (SS414) Updated Job Description for FFY2023**

- A baccalaureate degree plus two years of professional level experience in administrative services, social services, or health services.
- A baccalaureate degree plus two years of law enforcement or investigatory experience.
- Six years of full-time work experience in any field may be substituted for the required baccalaureate degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- A baccalaureate degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services from an accredited institution will substitute for one year of experience.

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- Graduate training in one or any combination of the above fields will substitute for a maximum of one year of the experience on the basis of thirty semester hours for one year of experience.
- A master's degree in the above fields will substitute for one year of the required experience.
- A Juris Doctorate will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- A Ph.D. in the above fields will substitute for all of the required experience.
- Specialized college course work will substitute for a maximum of two years of the required experience.

***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus two years of professional level experience in social services, one year of which must have been in child welfare.*
- *Bachelor's degree in a non-related field plus three years of professional level experience in social services, one year of which must have been in child welfare.*
- *Master's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus one year of professional child welfare social services experience.*
- *Master's degree in a non-related field plus two years of professional level experience in social services, one year of which must have been in child welfare.*

**Child Welfare Specialist 3 (SS415) Updated Job Description for FFY2023**

- A baccalaureate degree plus three years of professional level experience in administrative services, social services, or health services.
- A baccalaureate degree plus three years of law enforcement or investigatory experience.
- Six years of full-time work experience in any field may be substituted for the required baccalaureate degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience

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- A baccalaureate degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services from an accredited institution will substitute for one year of experience.
- Graduate training in one or any combination of the above fields will substitute for a maximum of one year of the experience on the basis of thirty semester hours for one year of experience.
- A master's degree in the above fields will substitute for one year of the required experience.
- A Juris Doctorate will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- A Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized college course work will substitute for a maximum of two years of the required experience.

***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus three years of professional level experience in social services, two years of which must have been in child welfare.*
- *Bachelor's degree in a non-related field plus four years of professional level experience in social services, two years of which must have been in child welfare.*
- *Master's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus two years of professional child welfare social services experience.*
- *Master's degree in a non-related field plus three years of professional level experience in social services, two years of which must have been in child welfare.*

**Child Welfare Supervisor (SS417):** Provides services in child-welfare program areas administered by the Department of Children and Family Services by supervising a unit of professional child welfare staff. ***Updated Job Description for FFY2023***

- A baccalaureate degree plus four years of professional level experience in administrative services, social services, or health services, three years of which must have been in child welfare.

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- A baccalaureate degree plus four years of law enforcement or investigatory experience. Three years of this experience must have been in a position equivalent in scope of responsibility and/or complexity of work performed to that of a Child Welfare Specialist in the state service.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- A baccalaureate degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services from an accredited institution will substitute for one year of experience.
- Graduate training in one or any combination of the above fields will substitute for a maximum of one year of the experience on the basis of thirty semester hours for one year of experience.
- A master's degree in the above fields will substitute for one year of the required experience.
- A Juris Doctorate will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- A Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized college course work will substitute for a maximum of two years of the required experience.

***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus four years of professional social services experience, three years of which must have been in child welfare.*
- *Bachelor's degree in a non-related field plus five years of professional social services experience, three years of which must have been in child welfare.*
- *Master's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development*

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*counseling; social services counseling; vocational rehabilitation; or human services plus three years of professional child welfare social services experience.*

- *Master's degree in a non-related field plus four years of professional social services experience, three years of which must have been in child welfare.*

**Child Welfare Consultant (SS418):** Provide consultation and program guidance to managers and other child welfare staff. ***Updated Job Description for FFY2023***

- A baccalaureate degree plus four years of professional level experience in administrative services, social services, or health services.
- A baccalaureate degree plus four years of law enforcement or investigatory experience.
- Six years of full-time work experience in any field may be substituted for the required baccalaureate degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- A baccalaureate degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services from an accredited institution will substitute for one year of experience.
- Graduate training in one or any combination of the above fields will substitute for a maximum of one year of the experience on the basis of thirty semester hours for one year of experience.
- A master's degree in the above fields will substitute for one year of the required experience.
- A Juris Doctorate will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- A Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized college course work will substitute for a maximum of two years of the required experience.

***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus four years of professional social services experience, three years of which must have been in child welfare.*

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- *Master's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus three years of professional child welfare social services experience.*

**Child Welfare Manager 1 (SS420):** Manage a state office unit responsible for the administration of child welfare programs, or several special programmatic support functions, or the contracts and federal eligibility function for the agency. ***Updated Job Description for FFY2023***

- A baccalaureate degree plus five years of professional level experience in administrative services, social services, or health services, four years of which must have been in child welfare.
- A baccalaureate degree plus five years of law enforcement or investigatory experience. Four years of this experience must have been in a position equivalent in scope of responsibility and/or complexity of work performed to that of a Child Welfare Specialist in the state service.
- Six years of full-time work experience in any field may be substituted for the required baccalaureate degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- A baccalaureate degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services from an accredited institution will substitute for one year of experience.
- Graduate training in one or any combination of the above fields will substitute for a maximum of one year of the experience on the basis of thirty semester hours for one year of experience.
- A master's degree in the above fields will substitute for one year of the required experience.
- A Juris Doctorate will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- A Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized college course work will substitute for a maximum of two years of the required experience.

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***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus five years of professional level experience in social services, four years of which must have been in child welfare.*
- *Bachelor's degree in a non-related field plus six years of professional social services experience, four years of which must have been in child welfare.*
- *Master's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus four years of professional child welfare social services experience.*
- *Master's degree in a non-related field plus five years of professional level experience in social services, four years of which must have been in child welfare.*

**DCFS Area Director (SS421):** Direct social service operation activities for a region as defined by the Department of Children and Family Services. ***Updated Job Description for FFY2023***

- A baccalaureate degree plus six years of professional level social services experience, three years of which must have been at the supervisory level in Child Support Enforcement, Child Welfare or Economic Stability programs.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the general experience based on thirty semester hours for one year of experience: counseling; social work; psychology; economics; business, public, or health administration.
- Master's degree in the above fields will substitute for one year of the required general experience.
- Juris Doctorate will substitute for one year of the required general experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required general experience.
- Ph.D. in the above fields will substitute for two years of the required general experience.

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- Graduate training and degrees will substitute for a maximum of two years of the required general experience.

***This requirement was removed during FFY2022:***

- *Bachelor's degree plus six years' professional level social services experience, including three years at the supervisory level in Child Welfare programs.*

**DCFS Regional Administrator (SS 423):** Serve as administrator over social service field activities for multiple regions as defined by the Department of Children and Family Services. ***Updated Job Description for FFY2023***

- A baccalaureate degree plus seven years of professional level social services experience, four years of which must have been at the supervisory level in Child Support Enforcement, Child Welfare or Economic Stability programs.
- Six years of full-time work experience in any field may be substituted for the required baccalaureate degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the general experience based on thirty semester hours for one year of experience: counseling; social work; psychology; economics; business, public, or health administration.
- Master's degree in the above fields will substitute for one year of the required general experience.
- Juris Doctorate will substitute for one year of the required general experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required general experience.
- Ph.D. in social work or a related field will substitute for two years of the required general experience.

***This requirement was removed during FFY2022:***

- Bachelor's degree plus seven years professional level social services experience, four years of which must have been at the supervisory level in Child Welfare program.

**Child Welfare Manager 2 (SS422):** Administer complex child welfare statewide program(s) and/or direct statewide functions and practices. ***Updated Job Description for FFY2023***

- A baccalaureate degree plus five years of professional level experience in administrative services, social services, or health services, four years of which must have been in child welfare.
- A baccalaureate degree plus five years of law enforcement or investigatory experience. Four years of this experience must have been in a position equivalent in

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scope of responsibility and/or complexity of work performed to that of a Child Welfare Specialist in the state service

- Six years of full-time work experience in any field may be substituted for the required baccalaureate degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the general experience based on thirty semester hours for one year of experience: counseling; social work; psychology; economics; business, public, or health administration.
- Master's degree in the above fields will substitute for one year of the required general experience.
- Juris Doctorate will substitute for one year of the required general experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required general experience.
- Ph.D. in the above fields will substitute for two years of the required general experience.
- Graduate training and degrees will substitute for a maximum of two years of the required general experience.

***These requirements were removed during FFY2022:***

- *Bachelor's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus five years of professional level experience in social services, four years of which must have been in child welfare.*
- *Bachelor's degree in a non-related field plus six years of professional social services experience, four years of which must have been in child welfare.*
- *Master's degree in social work; psychology; psychiatric nursing; psychiatry; mental health counseling; rehabilitation counseling; psychological counseling; criminal justice; sociology; applied sociology; human services counseling; education with a concentration in special education; family and consumer sciences with a concentration in child, family and social services; guidance and counseling; human development counseling; social services counseling; vocational rehabilitation; or human services plus four years of professional child welfare social services experience.*
- *Master's degree in a non-related field plus five years of professional level experience in social services, four years of which must have been in child welfare.*

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**Classified Administrative Services Positions that Support Child Welfare:**

**Program Specialist-Social Services (SS414):** Provide professional support services for social service programs.

- Bachelor's degree plus two years of professional level experience in administrative services, economics, public health, public relations, social services, or health services.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the experience based on thirty semester hours for one year of experience: public health; counseling; social work; psychology; rehabilitation services; economics; and business, public, or health administration.
- Master's degree in the above fields will substitute for one year of the required experience.
- Juris Doctorate will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- Ph.D. in the above fields will substitute for the two years of required experience.

**Executive Staff Officer (AS616):** Serve as a confidential assistant to an Assistant Secretary or equivalent level administrator.

- Bachelor's degree plus three years of professional level experience in a public or private sector setting.
- Six years of full-time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training in any field will substitute for a maximum of one year of the required experience based on thirty semester hours for one year of experience.
- Master's degree in any field will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- Ph.D. in any field will substitute for two years of required experience.

***The Executive Staff Officer position is currently unfunded***

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**Program Consultant – Social Services (SS417):** Provide advanced professional level support services for social service programs.

- Bachelor’s degree plus three years of professional level experience in administrative services, economics, public health, public relations, social services or health services.
- Six years of full-time work experience in any field may be substituted for the required bachelor’s degree.
- Candidates without a bachelor’s degree may combine work experience and college credit to substitute for the bachelor’s degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training in any field will substitute for a maximum of one year of the required experience based on thirty semester hours for one year of experience.
- Master's degree in any field will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- Ph.D. in any field will substitute for two years of required experience.

**Program Manager 1 – Social Services (SS419):** Manage statewide social service programs that have a lesser degree of impact and complexity.

- Bachelor’s degree plus four years professional experience in administrative services; day care center administration; economics; public health; public relations; family life education; early childhood development regulatory experience; the monitoring of health care or social care facilities for licensing compliance; teaching in an early childhood development program or teaching at the elementary or secondary level; social services; or health services.
- Six years of full time work experience in any field may be substituted for the required bachelor’s degree.
- Candidates without a bachelor’s degree may combine work experience and college credit to substitute for the bachelor’s degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience: public health; public relations; counseling; social work; psychology; rehabilitation services; economics; business, public, or health administration.
- Juris Doctorate will substitute for two years of required experience.
- Master’s degree in the above fields will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.

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- Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized degrees will substitute for a maximum of two years of the required experience.

**Qualifications for the Program Manager 2 – Social Services (SS421), Program Manager 3 – Social Services (SS422), Program Manager 4 – Social Services (SS423)** are the same as the Program Manager 1 except that five years of professional experience are required.

***Updated Job Description for FFY2023***

- Bachelor's degree plus four years professional experience in administrative services; day care center administration; economics; public health; public relations; family life education; early childhood development regulatory experience; the monitoring of health care or social care facilities for licensing compliance; teaching in an early childhood development program or teaching at the elementary or secondary level; social services; or health services.
- Six years of full time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience: public health; public relations; counseling; social work; psychology; rehabilitation services; economics; business, public, or health administration.
- Juris Doctorate will substitute for two years of required experience.
- Master's degree in the above fields will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized degrees will substitute for a maximum of two years of the required experience.

**Attorney 2 (AS618)**

- Possession of a license to practice law in the state of Louisiana plus two years of experience as a practicing attorney

**Attorney 3 (AS620)**

- Possession of a license to practice law in the state of Louisiana, plus three years of experience as a practicing attorney

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Attorney Supervisor (AS622)

- Possession of a license to practice law in the state of Louisiana, plus four years of experience as a practicing attorney

Attorney-Deputy General Counsel 1 (AS 623)

- Possession of a license to practice law in Louisiana, plus five years of experience as a practicing attorney

Attorney-Deputy General Counsel 2 (AS 624)

- Possession of a license to practice law in Louisiana, plus five years of experience as a practicing attorney

**Executive Management Advisor (AS623):** Serve as the special assistant and advisor to a Secretary; performs a wide variety of complex and diverse management duties.

- Bachelor's degree plus five years' professional level experience in a public or private sector setting.
- Six years of full-time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training in any field will substitute for a maximum of one year of the required experience based on thirty semester hours for one year of experience.
- Master's degree in any field will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.

Ph.D. in any field will substitute for two years of required experience.

***The Executive Management Advisor – DCFS currently has one non-TO position and it is vacant that does not fall under the Child Welfare Program***

**Program Manager 3 – Social Services (SS422):** To administer one very complex or several moderately complex statewide, social service program(s)

- Bachelor's degree plus five years of professional experience in administrative services, economics, public health, public relations, program evaluation, social services, or health services.
- Six years of full time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience

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- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience: public health; public relations; counseling; social work; psychology; rehabilitation services; economics; business, public, or health administration.
- Juris Doctorate will substitute for two years of required experience.
- Master's degree in the above fields will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized degrees will substitute for a maximum of two years of the required experience.

**Program Manager 4 – Social Services (SS423):** Administer the largest and most complex social service program(s) or programmatic support activities.

- Bachelor's degree plus five years of professional experience in administrative services, economics, public health, public relations, program evaluation, social services, or health services.
- Six years of full time work experience in any field may be substituted for the required bachelor's degree.
- Candidates without a bachelor's degree may combine work experience and college credit to substitute for the bachelor's degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience: public health; public relations; counseling; social work; psychology; rehabilitation services; economics; business, public, or health administration.
- Juris Doctorate will substitute for two years of required experience.
- Master's degree in the above fields will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- Ph.D. in the above fields will substitute for two years of the required experience.
- Specialized degrees will substitute for a maximum of two years of the required experience.

***DCFS has a vacant Program Manager 4 position within Systems that does not fall within the Child Welfare Program***

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**Deputy Assistant Secretary 3 (AS 626):** Direct the programs for a state office having either: over three thousand employees or (2) a state office having the most technical programs; and to serve as principal assistant to the Assistant Secretary.

- Bachelor’s degree plus five years of professional level experience in a public or private sector setting.
- Six years of full time work experience in any field may be substituted for the required bachelor’s degree.
- Candidates without a bachelor’s degree may combine work experience and college credit to substitute for the bachelor’s degree as follows:
  - 30-59 semester hours for one year of experience
  - 60-89 semester hours for two years of experience
  - 90-119 semester hours for three years of experience
  - 120 or more semester hours for four years of experience
- Graduate training with eighteen semester hours in one or any combination of the following fields will substitute for a maximum of one year of the required experience on the basis of thirty semester hours for one year of experience: public health; public relations; counseling; social work; psychology; rehabilitation services; economics; business, public, or health administration.
- Juris Doctorate will substitute for two years of required experience.
- Master’s degree in the above fields will substitute for one year of the required experience.
- Graduate training with less than a Ph.D. will substitute for a maximum of one year of the required experience.
- Ph.D. in the above fields will substitute for two years of the required experience.
  
- **Unclassified Positions**
  - Assistant Secretary of Child Welfare
    - Unclassified Position – No minimum qualifications
  - Assistant Secretary of Family Support
    - Unclassified Position – No minimum qualifications
  - General Counsel
    - Unclassified Position – No minimum qualifications
  - Deputy Secretary
    - Unclassified Position – No minimum qualifications
  - Undersecretary
    - Unclassified Position – No minimum qualifications
  - Secretary
    - Unclassified Position – No minimum qualifications

**Juvenile Justice Transfers:** Data shows children who were in the care (custody) of the DCFS and were transferred to the supervision (custody) of the state Office of Juvenile Justice (OJJ). Context information about the source of this information and how the reporting population is defined is provided below.

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Regional Analysis of Children Transferred from DCFS to OJJ:					
Region of Child's Domicile	FFY 2019	FFY 2020	FFY 2021	FFY 2022	FFY 2023
No Court Identified	0	0	0	0	
Orleans/Jefferson	0	1	0	4	
Baton Rouge	1	2	0	2	
Covington	0	0	3	2	
Thibodaux	0	0	0	0	
Lafayette	3	1	3	1	
Lake Charles	1	0	0	0	
Alexandria	0	0	0	0	
Shreveport	0	0	0	1	
Monroe	1	0	0	0	
<b>TOTAL</b>	<b>6</b>	<b>4</b>	<b>6</b>	<b>10</b>	

*Data extracted from WebFocus Developer Studio. Contextual Information: The provide data reflect DCFS database information on children who changed custody statewide in a specified federal fiscal year. The data is on children whose case was opened in the state's foster care system and who had their custody transferred to the Department of Corrections (DOC). DOC has responsibility for children adjudicated to the OJJ, the state's juvenile justice system. The information presented above was obtained through a DCFS Web-focus Report.*

**ADDITIONAL REQUIREMENTS [Section 106 (b) (2) (D)]:** The department assures policies and procedures regarding the requirements listed below are in place and can be viewed by using the PowerDMS link <https://powerdms.com/docs/404926>. The PowerDMS system was initiated in July 2018 and is accessible to active users in the DCFS directory. Public documents in PowerDMS can be viewed by using the DCFS public facing portal. It is located on the DCFS webpage at [www.dcf.la.gov](http://www.dcf.la.gov) and can be accessed under the **About Us/Policy Management** tab.

**SUBSTANTIVE CHANGES IN STATE LAW:** Louisiana state law is fully compliant with all federal legislation related to HT. CARA legislation passed the 2017 legislative session. Wanda Cage is the CARA lead for the state of Louisiana. Ms. Cage may be reached via email at [Wanda.Cage.dcf@la.gov](mailto:Wanda.Cage.dcf@la.gov) or by phone at (225) 342-8637. There are no other substantive changes in Louisiana state law affecting eligibility for CAPTA funds.

**STATE CAPTA COORDINATOR/STATE LIAISON OFFICER:** Ms. Lori Miller serves as the state's liaison officer. She can be reached by e-mail at [lori.miller.dcf@la.gov](mailto:lori.miller.dcf@la.gov) or by phone at (225)342-9928 or by U.S. post addressed attention to Ms. Miller, Department of Children and Family Services, P.O. Box 3318, Baton Rouge, LA 70821. Ms. Miller's contact information is posted on the DCFS home page under Child Welfare, Plans and Reports.

**SUPPLEMENTAL CAPTA FUNDING (AMERICAN RESCUE PLAN ACT- ARPA)**  
The Department is currently researching programs to assist with plans of safe care and intends to implement a new program to assist with strengthening and supporting families with substance abuse issues. Funds will be used for the development and implementation of In-home services for lower risk families with substance exposed newborns. Services will include making federally required plans of safe care and education that will ultimately reduce recidivism.

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The Department is also partnering with the Louisiana Alliance of Children’s Advocacy Centers (LACAC) to provide funding to the LACAC to carry out services provided to children and families. In addition, Supplemental CAPTA funding is being used for consultation of direct cases regarding safety and prevention.

**SECTION 8. COVID – 19 PANDEMIC STATE RESPONSE:**

**COVID-19 PLAN UPDATE:**

Memorandums released providing staff practice guidance during COVID-19:

- CW Memorandum 20-007 Staff Protocol for Client/Stakeholder Contact, Part 1
- CW Memorandum 20-008 COVID-19 Case Contacts – Additional Guidance and ICPC
- CW Memorandum 20-009 COVID-19 Services for Families and Children
- CW Memorandum 20-010 Staff Protocol for Client/Stakeholder Contact, Part 2
- CW Memorandum 20-011 Rewards and Recognition
- DCFS Departmental Memo 2020-07 COVID-19 Pandemic/Procedures for Vehicles
- 21-001 COVID-19 Update

**Case Contact Requirements:** For all in-person contacts, continue to use the COVID-19 screening questions prior to each contact, and if any questions are answered yes, staff should contact their managers for consultation on proceeding with case contacts. Take extra precaution such as social distancing, frequent handwashing, using indicated personal protective equipment, and following CDC recommendations when having contact with others. <https://www.cdc.gov/infectioncontrol/pdf/contact-precautions-sign-P.pdf>

Safety of our children is paramount, it is especially critical during this time to work in partnership with our service providers and collaterals to assist with information gathering, assessments, and service provision. With less mandatory reporters having eyes on our children, extra diligence is needed in all cases with talking to neighbors, doctors, landlords, and others who have daily contact with families.

- A. **Centralized Intake** – There have been no changes in practice in Centralized Intake due to COVID-19 Pandemic. (For more information see Child and Family Services Continuum Section)
- B. **Child Protective Services** – Child Protective Services ensures that all intakes accepted for investigation are reviewed prior to assigning and submit any requests to Centralized Intake where the intake decision needs to be reviewed. As per policy, the reporter is to be contacted. If the reporter reveals that the client has been exposed to COVID-19, the worker should consult with their supervisor/manager to discuss an investigation plan, and then the COVID-19 CPS/FS/EFC Practice Support Team prior to going to the home.

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Upon arrival at the home, workers are to maintain social distancing, and complete the screening questions for all household members prior to entering the home. If the answer is no to all screening questions, the worker may enter the home to conduct the investigation as per normal protocol. If there is a “yes” response to any of the screening questions, the worker is to, call the Supervisor/Manager to determine how to proceed with investigation contacts. State Office Program Managers and Consultants are available for consultation as needed.

**Contact Requirements:** Complete COVID-19 Screening Protocol prior to entering home. If yes to any protocol question, consult Supervisor immediately to assess safety and further direction to ensure the safety and well-being of children. This should not prevent other investigative activities.

- C. **PSRT and Appeals**- Currently there are still case staffings, but they are being held via telephone. The PSRT Manager and staff have been assessing each case to determine if the hearing can be heard by telephone. If it is determined, a hearing cannot be held via telephone, PSRT will try to postpone those cases so that individuals will not have to go in the office. Due to the large numbers of closures of backlog cases in CPS, there are a large number of appeals being requested. An update will be forwarded regarding how that will be addressed. PSRT is continuing to work on clarification regarding what to do with “walk in” clearances (when a client walks into the office). (For more information please see the Child and Family Service Continuum Section of the plan)
- D. **Family Service** – For cases with a safety plan, or when there is at least one child under the age of three, there is to be at least two in-person visits per month. Maintain additional required SDM visitation with all household members via visual communication (Zoom, FaceTime, Skype, or other video conferencing technology) and/or verbal communication.

In all other cases, the worker should hold at least one monthly in-person visit with all household members, and maintain additional required visual communication and/or verbal communication according to the SDM level

Parish Managers should assess designated areas where Family Team Meetings are held and determine the maximum number of participants for a FTM in the office, considering social distancing requirements. All FTM’s should resume, preferably in person or via virtual communication. If this is not possible, consult the Supervisor or Manager to explore options.

For FS cases with in-person court hearings, the current COVID-19 protocols for each court will be followed. If in-person court hearings are held, contact the parent/caretakers prior to the hearing to conduct the COVID-19 screening. Depending on the outcome of the screening, work with the court to explore virtual hearings.

**Contact Requirements:** For cases with a safety plan, or when there is at least one child under the age of three, there is to be at least two in-person visits per month. In all other cases, the worker should hold at least one monthly in-person visit all household members,

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and maintain additional required visual communication and/or verbal communication according to the SDM risk level.

- E. **Foster Care / Adoption Services Update 2020** - Video conferencing has been incorporated regarding monthly visitation due to challenges surrounding COVID-19. DCFS purchased and received 197 cell phones/tablets to help facilitate video conferencing.

Guidance related to Foster Care and Adoptions (Including ICPC cases of children placed in Louisiana and out-of-state): In lieu of in-person monthly worker visits with foster children and caregivers, workers are to have Skype/FaceTime or other video conferencing visits with each child and caregiver individually. Workers are to indicate that this is a Face-to-Face Visit in FATS, and document in the narrative that the visit occurred via video conferencing. During this difficult time for our children and families, weekly phone contact should be made with all families, utilizing available support staff to meet this need. The purpose of this weekly contact is to provide as much support and reassurance to our families as possible. During visits, ensure that a discussion is held on the impact COVID-19 is having on their lives and any hardships experienced. If a child placed in Louisiana is assessed as unsafe, or the placement is at risk of disruption, an in person visit is to be held. When conducting home visits, contact the foster caregiver and conduct a pre-screening of COVID-19 using the below screening protocol. If any answers to the three screening questions are yes, consultation occurs with the COVID-19 Foster Care, Home Development, and/or Adoption Practice Support Team to determine next steps related to case contact.

Worker visits with parents are to be held via visual communication, where possible, or through verbal communication individually with all parents. Discussion should include a review of the case plan, progress, and troubleshooting any barriers discussed in achieving case plan goals due to COVID-19. In-person visits with the Service to Parents (SP) are required when there is a safety plan in place, or any safety concerns, for non-custody children. In this situation, workers will contact parents, and conduct a COVID-19 screening for all household members. Cases where any of the three COVID-19 screening questions are answered yes shall be referred to the COVID-19 Foster Care, Home Development, and/or Adoption Practice Support Team to determine next steps related to case contact.

Family Visits: All workers are to review case plans for any court-ordered visits to occur prior to April 30, 2020. Depending on the court's position on court ordered visitation, if all parties are agreeable (parent, foster parent, child), hold visits via FaceTime/Skype, and/or postpone the visit. In the event that a parent is not agreeable to modifying the visitation, the screening protocol is to be used to screen participants prior to visiting. Should any participant fail the prescreening, the presiding Judge is to be approached for approval to cancel in-person visits and hold via FaceTime, Skype or phone call or to postpone. Visits are not to be held in DCFS offices and "social distancing" protocol is to be followed. In absence of visitation, QPI practices are strongly encouraged. Regular phone contact between Parent, Child, Caregivers, and Siblings is strongly encouraged.

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Court Hearings: Each court jurisdiction has established a protocol regarding court hearings. For all hearings that remain scheduled, the caseworker and/or supervisor is expected to be present unless the court has arranged the use of audio and/or video conferencing. Conduct a pre-screening on all client participants, and if any screening questions are answered yes, consult with Bureau of General Counsel (BGC) about requesting a continuance. In hearings that are required, the child's attorney should be contacted in order to waive the child's presence at the court hearing, if possible.

Family Team Meetings (FTM): FTM's are to be held via visual communication, where possible, or through verbal communication. If a conference line is needed, one can be obtained free of charge through [www.freeconferencecall.com](http://www.freeconferencecall.com). For FTM's occurring via phone, an in person FTM is required within 60 days or prior to the next court hearing. Manager participation in initial Family Team Meetings is required; the completion of FTM review instruments are not required.

Adoption Petition staff are to determine if any office or home visits are required prior to April 30, 2020 in order to submit the confidential court report timely. Adoption Petition staff are to consider if phone contacts can be made for intra-family adoptions. If any visit is required prior to April 30, 2020, conduct a COVID-19 pre-screen verbally on all family members who will be present for the required visit. If any of the three screening questions are answered yes, the Adoption Petition Worker is to consult with the Bureau of General Counsel (BGC) and request that the hearing be postponed.

Wendy's Wonderful Kids' Recruiters are to conduct all visits via phone, Skype, FaceTime or other means available via technology.

- F. **EFC COVID Update 2020:** Face to face, visits started back in the fall of 2020. Visits occur monthly unless the young adult is enrolled in LifeSet and these visits occur weekly. In December 2020, the Federal Government passed a bill stating that young adults do not have to exit Foster Care based on age alone. Now young adults may continue receiving services until the age of 21 if services are still needed. Due to COVID Lifeset trainings and clinical consultations are now predominately completed online/virtually.
- G. **HD COVID Update 2020:** In early January 2021, additional guidelines were set forth due to an increase in COVID cases. Waivers were granted to allow re-certification and some certification visits to be conducted virtually as noted below:

For re-certifications due through January 31, 2021, a waiver has been granted to allow the in-home interview and completion of the HDU-5 Checklist for Environmental, Health, and Fire Safety to be completed through virtual technology. In-home visits of those homes, including a review of the HDU-5, must be completed by the Home Development worker no later than April 15, 2021.

For child-specific certifications with children in DCFS custody living in the home a waiver has been granted to allow two of the three required in-person home visits to be completed using virtual technology if the following criteria has been met: an in-home visit including

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the HDU-5 Checklist for Environmental, Health, and Fire Safety must have been completed and all criminal and SCR clearances must have been completed to certify the home. An in-person support visit in the home for all child-specific homes certified per waiver guidelines must be completed by April 15, 2021.

For regular foster home certifications willing to provide placement types whereby regions are currently experiencing significant shortages, a waiver has been granted through January 31, 2021, to allow one of the three required in-person visits to be completed using virtual technology. Two in-home visits, one of which included the HDU-5 Checklist for Environmental, Health, and Fire Safety, and all criminal and SCR clearances must have been completed to certify the home.

For all other pending certifications that cannot be completed per waiver guidelines, please note in the case record the certification delay is due to the COVID-19 crisis.

Support visits should be completed by phone/or virtual technology.

**Updated COVID Memorandums/Forms:**

21-04: COVID-19 Update

21-06: COVID-19 Update / Return to Work

21-07: COVID-19 Update: Wearing Mask and Social Distancing

21-001: COVID Update (COVID-19 resurge)

21-009: COVID-19 Update (Resume in-person contacts)

21-010: COVID-19 Vaccine (For foster children/youth)

COVID-19 Acknowledgement Form

COVID-19 Medical Certification/Accommodation Form

**COVID-19 PLAN UPDATE for FFY 2022:**

**Case Contact Requirements:** Effective October 1, 2021, all in-person contacts, visitation and client contacts are to resume according the DCFS policy guidelines. Approved virtual contact in lieu of in-person contact may be approved by the Area Director on a case by case basis. In all cases, take extra precaution such as social distancing, frequent handwashing, using indicated personal protective equipment, and following CDC recommendations when having contact with others. <https://www.cdc.gov/infectioncontrol/pdf/contact-precautions-sign-P.pdf>

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**Centralized Intake** – There have been no changes in practice in Centralized Intake due to COVID-19 Pandemic. (For more information see Child and Family Services Continuum Section)

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**Child Protective Services** –As of October 1, 2021, all visitation and client contacts are to resume according to agency policy.

**PSRT and Appeals**- As of October 1, 2021, client contacts are to resume according to agency policy. On a case-by-case basis, the Area Director may approve virtual visits in lieu of in-person visits for Foster Care, Family Services, Adoptions and EFC cases. The Area Directors’ approval and rationale must be in the case record. DCFS guidance related to COVID-19 precautions must continue to be followed with all client contacts.

**Family Service** – As of October 1, 2021, all visitation and client contacts are to resume according to agency policy. On a case-by-case basis, the Area Director may approve virtual visits in lieu of in-person visits for Family Services cases. The Area Directors’ approval and rationale must be in the case record. DCFS guidance related to COVID-19 precautions must continue to be followed with all client contacts.

**Contact Requirements:** All visitation and client contacts are to resume according to agency policy.

**Foster Care / Adoption Services Update 2022:** As of October 1, 2021, all visitation and client contacts are to resume according to agency policy. While Louisiana is in a Declared State of Emergency due to COVID-19, and on a case-by-case basis, the Area Director may approve virtual visits in lieu of in-person visits for Foster Care and Adoptions cases. The Area Directors’ approval and rationale must be in the case record. DCFS guidance related to COVID-19 precautions must continue to be followed with all client contacts.

**EFC COVID Update 2022:** As of October 1, 2021, all visitation and client contacts are to resume according to agency policy. While Louisiana is in a Declared State of Emergency due to COVID-19, and on a case-by-case basis, the Area Director may approve virtual visits in lieu of in-person visits for EFC cases. The Area Directors’ approval and rationale must be in the case record. DCFS guidance related to COVID-19 precautions must continue to be followed with all client contacts.

**HD COVID Update 2022:** All in-person case contact for **Home Development** visits will resume effective **October 10<sup>th</sup>** as outlined in policy. For all certifications and re-certifications due on or after **October 10, 2021**, all visits must be held in person as outlined in policy. All support visits are to be held in person as outlined in policy. While Louisiana is in a Declared State of Emergency due to COVID-19, and on a case-by-case basis, waivers may be requested for virtual visits to ensure timeliness of certifications and re-certifications.

All purchases and reimbursements available related to COVID due to federal grants ended on 9/30/21, including the temporary “babysitting” expenses, and COVID related emergency assistance.

**Updated COVID Memorandums/Forms:**

- CW Memorandum 21-025 Staff Protocol for Client/Stakeholder Contact, Update

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- CW Memorandum 2022-04 DCFS COVID-19 Guidance
- CW Memorandum 2022-01 COVID-19 Vaccine for Children Ages 5-11
- CW Memorandum 21-027 COVID-19 Vaccine for Children Ages 5-11
- CW Memorandum 21-026 COVID-19 Update
- CW Memorandum 21-023 Staff Protocol for Client/Stakeholder Contact- August 2021
- Departmental Memorandum 2021-12 Rescission of Departmental Memorandum 20-07

**COVID-19 PLAN UPDATE for FFY 2023:**

**Updated COVID Memorandums/Forms/Policies FFY 2023:**

- CW Memorandum 2022-007 COVID-19 Vaccine for Foster Children, effective date July 15, 2022
- CW Memorandum 2022-008 COVID-19 Policy Update on CDC Recommendations for Employees
- CW Policy 6-1105 Ongoing Medical and Dental Care for Foster Children, effective date September 1, 2022