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# 2010 ANNUAL PROGRESS AND SERVICE REPORT

Louisiana Department of Social Services  
Office of Community Services



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**STATE OF LOUISIANA**  
**2010 Annual Progress and Service Report**

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## **Introduction**

The Department of Social Services (DSS) is the single state agency designated in Louisiana to administer and supervise the administration of child welfare services delivered under Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B subpart 1), Promoting Safe and Stable Families (Title IV-B subpart 2), and Title IV-E of the Social Security Act. In addition, the Department is designated to administer the John H. Chafee Foster Care Independence Program and the Child Abuse Prevention and Treatment Act (P.L. 104-235). The mandate of DSS is for the development and provision of social services and the improvement of social conditions for the citizens of Louisiana.

DSS administers the State's child and family services programs through a single organizational unit, the Office of Community Services (OCS). OCS provides comprehensive social services and child welfare programs that include protective services, protective childcare, family services, child abuse/neglect prevention, intervention and treatment, foster care and adoption. These services are administered statewide within a centralized organizational framework.

DSS continues in reorganization efforts to improve services, produce cost savings and increase the efficiency and effectiveness of the agency to benefit Louisiana citizens. In order to better serve clients, a massive operational redesign of DSS began during this FFY. DSS remains committed to providing high quality services for our clients while reducing fraud, waste and abuse. The realigning of the department into one agency, centered on the needs of clients instead of silo structures by which DSS is currently organized, will allow for a flattening of management levels, improved integration of services, and easier client access to needed services. Moving DSS beyond the boundaries of funding streams and service silos will improve service to clients with a more comprehensive and holistic approach resulting in positive outcomes.

Upon approval of the Louisiana legislature and signature by the Governor, the three offices of DSS will be merged into one Department of Children and Family Services. Additional information will be provided to ACF Region VI as it becomes available.

This report updates, profiles and summarizes the progress and achievements made by DSS/OCS in its implementation of year one of the 2010-2014 Child and Family Services Plan (CFSP). During this reporting period, Louisiana continued to recover from the devastation of Hurricanes Katrina, Rita, Gustav, and Ike and implemented numerous initiatives to reduce risk to children, prevent removal from the child's home and to facilitate return home or to relatives. In addition to disaster planning for clients served by the Agency, DSS continues to have the responsibility of providing mass housing; transportation assistance and feeding for Louisiana residents who are evacuated from their homes because of disasters.

### **Specifically, the Agency provides the following information in the 2010 APSR:**

**Section 1** - Describes the authority to administer the services, the vision, mission and values of the agency, guiding principles, approaches to consultation and coordination, organizational charts and disaster plans. This section is intended to provide an overview for the reader and to assist with the structure and organization of the Agency.

**Section 2-** Provides information on Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B subpart 1), and program reports and descriptions for the Child and Family Services continuum. The continuum includes: Child Protection Investigations, Prevention and Family Services, Foster Care/Home Development Services, and Adoption Program Services. Also included is information on Health Care Services, Monthly Caseworker Visits, Fostering Connections to Success and Increasing Adoption Act of 2008, Juvenile Justice Transfers, timely home studies reporting and data, adoption incentive payments, inter-country adoptions, the John H. Chafee Foster Care Independence Program, the Education and Training Voucher (ETV) Program, Promoting Safe and Stable Families, the decision making process, training, evaluation and technical assistance, the Child Abuse Prevention and Treatment Act (CAPTA), Citizen's Review Panels, and consultation and coordination with stakeholders. Special program initiatives which are ongoing from previous CFSP efforts are presented and described and include: Children's Justice Act Grant, Court Improvement Project, Management Information System and the agency's Quality Assurance systems.

**Section 3-** Describes program and training goals and objectives for the 2010 - 2014 CFSP. Goals and objectives are divided into four themes: Resources, Outcomes, Partnerships and Accountability. Updates to accomplishments during FFY 2009-2010 and activities planned for FFY 2010-2011 are included.

**Section 4-** This section provides Financial and Budget Information including payment limitations regarding Title IV-B, Subparts 1 and 2; FY 2010 Funding (CFS 101, Parts I and II); FY 2011 Budget Request (CFS 101, Parts I and II); FY 2008 Title IV-B Expenditure Report (CFS-101, Part III). Financial Status Reports (FS 269) are submitted separately in accordance with Program Instruction ACYF-CB-PI-10-09.

**Section 5-** This section provides copies of Certifications and Assurances submitted as a part of the 2010-2014 Child and Family Services Plan, including the Stephanie Tubbs Jones Child Welfare Services Program Assurances; Promoting Safe and Stable Families Assurances; State Chief Executive Officer's Certification for the Chafee Foster Care Independence Program; State Chief Executive Officer's Certification for the Education and Training Voucher Program/Chafee Foster Care Independence Program.

### **Administration of Programs**

DSS administers the State's child and family services programs through a single organizational unit, the Office of Community Services (OCS). OCS provides comprehensive social service and child welfare programs that include protective services, protective child care, family services, foster care and adoption. These services are administered statewide within a centralized organizational framework with 9 regional offices and 47 parish offices. The East Carroll Parish Office in Monroe Region was consolidated into the Madison Parish Office as a part of agency streamlining. Services continue to be available in all 64 parishes.

The Division of Performance and Planning is the organizational unit responsible for the plan. This unit provides for the public child welfare functions of the State through assessment, planning, goal setting and reporting, application for federal funds, accreditation, ongoing review of state and federal regulations, and implementation of a Continuous Quality Improvement process to achieve best practice standards for children and families.

### **Vision Statement**

The Office of Community Services (OCS) envisions a child and family system designed for protection, safety and healthy development of children that offers a well-integrated, broad range of services. OCS provides skilled and knowledgeable workers delivering these services in a culturally sensitive manner and provides an efficient, sophisticated, supportive, and committed supervisory and administrative staff. Supervisory and administrative staff support, enhance, and monitor line staff performances, identify and capture needed resources, make available the tools and programs which support service provision, and hold every level of the system accountable for fulfilling the Agency mission and mandate.

The OCS vision is an expression of shared identity, shared values, and is based on a shared mission. It serves as a cornerstone for decision-making, a standard for measuring our work, and a guide for planning our future.

### **Mission/Values**

The Office of Community Services shall provide for the public child welfare functions of the State, including, but not limited to, prevention services which promote, facilitate, and support activities to prevent child abuse and neglect; child protective services; voluntary family strengthening and support services; making permanent plans for foster children and meeting their daily maintenance needs of food, shelter, clothing, necessary physical medical services, school supplies and incidental personal needs and adoption placement services for foster children freed for adoption.

DSS is working to keep children safe, helping individuals and families become self-sufficient, and providing safe refuge during disasters.

### **2010 APSR Development**

Consultation with our federal partners on the development of the 2010 Annual Child and Family Services Report (APSR) began in March 2010, and has continued via individual phone calls, conference calls, and e-mail correspondence since that time.

Stakeholder involvement in Plan development began with the Statewide Stakeholder Meeting on April 20, 2010. Representatives of over 30 organizations with child welfare interests were invited to attend, including the social service directors of the four federally recognized Tribes, the Director of the Governor's Office of Indian Affairs, and the Director of the Louisiana Intertribal Council. Many of the invited stakeholders attended the meeting, including two Tribal social service directors.

A public notice of the availability of the APSR for review and of a public hearing was published in newspapers in the seven major market areas of Louisiana on May 13- 19, 2010 and in the Louisiana Register on April 20, 2010. The APSR was made available for review on the DSS Intranet and DSS Internet website. A Public Hearing was held on May 25, 2010. No members of the public attended the hearing. No written comments were received.

## **Round 2 Child and Family Services Review / Program Improvement Plan Development:**

The Louisiana Child and Family Services Review (CFSR) kickoff event for round two was held on June 16, 2010. More than 125 agency staff, ACF Region VI staff and stakeholders participated. Stakeholder participants included Tribal representatives, courts, district attorneys, you, foster parents, and various child- and family-serving agencies. The purpose of the kick off meeting was to begin the process of assessing efforts in Louisiana to keep children safe, strengthen families, and achieve timely permanency for children in custody. Additionally, the group considered the provision of an overall environment at the community and state level where children's physical, social-emotional, developmental, and educational needs are met. Following the kick off meeting, workgroups developed the CFSR Round 2 Statewide Assessment which was initially submitted on December 15, 2009, with the final document being submitted January 20, 2010. The Louisiana State Policy Submission was submitted on December 15, 2009.

The CFSR On-Site Review occurred March 8-12, 2010 at three sites: Orleans as the major metropolitan site, Iberia/St. Mary Parishes, and Alexandria. The CFSR Exit Conference was held in Baton Rouge on March 12, 2010 with agency staff, stakeholders and community partners attending. The agency is currently awaiting the courtesy copy of the CFSR Final Report.

Meanwhile, based on preliminary results presented at the CFSR Exit Conference, OCS has begun development of the Program Improvement Plan (PIP) with the support of ACF Region VI and National Resource Centers. PIP development is organized in a multilevel structure with a Steering Committee composed of executive leadership and Core Management Team Leads. The Steering Committee's roles include cultivating an organizational culture focused on excellence, collaboration and continuous quality improvement throughout the child and family services system. The Core Management Team is composed of PIP Lead and Coordinator, Data Lead, Planning staff, and key Program and Work Group Leads. The Core Management Team's roles include providing recommendations to the Steering Committee on the design of the overall strategic development process and in establishing the Child and Family Services Advisory Committee and Work Groups in consultation with the National Resource Center for Organizational Improvement. Work Groups are composed of agency program and field staff, partners, and youth and family members. The Work Groups' roles include analyzing, studying, and developing action steps and benchmarks to improve child welfare practice and outcomes consistent with the strategic PIP vision and goals. Workgroups have been developed for In- and Out-of-Home Assessment and Case Planning, Workforce and Training, Quality Improvement and Performance Outcomes, and System of Care. The Child and Family Services Advisory Committee is composed of agency staff, partners, and youth and family members. The Advisory Committee's roles include advising and consulting with the Steering Committee in the development and implementation of the PIP as well as longer term goals reflected in the five year Child and Family Services Plan. The U.S. Children's Bureau and National Resource Center Partners includes representatives of the federal Region VI office as well as the national Child and Family Services Review Team. The U. S. Children's Bureaus and NRC roles include proving CFSR Round 2 Final Findings Report to Louisiana, setting timelines for PIP development, consulting and collaborating with the various other PIP development groups, providing technical assistance and approving the final Louisiana Program Improvement Plan.

The PIP is conceptualized around three major themes: Enhance the Capacity of Families to Safely Provide for their Children's Needs, Enhance Timely and Appropriate Permanency Planning, and Enhance the Stability of Safe and Appropriate Placements. Within each theme, goals, action steps and benchmarks will be developed and measurements will be identified. The identified PIP themes correspond with the CFSP goals related to Resources, Outcomes, Accountability and Partnerships; however, some changes in the CFSP goals may be necessary based on the CFSR Final Report. If CFSP goal changes are necessary, they will be addressed in the 2011 APSR.

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**APPROACHES TO CONSULTATION AND COORDINATION**

The state of Louisiana is undertaking the development of a statewide coordinated system of care (CSoC) for Louisiana's at risk children and youth with significant behavioral health challenges or co-occurring disorders. The CSoC project is an initiative of the Governor and is being led by executives of the Office of Juvenile Justice, the Department of Social Services, the Department of Health and Hospitals, and the Department of Education. The CSoC is an evidence-based approach to develop family driven and youth-guided care, keep children at home, in school, and out of the child welfare and juvenile justice systems. An important CSoC goal is the reduction of costly, highly restrictive out of home placements through the creation and maintenance of coordinated and effective community based services. CSoCs also create partnerships with public and private providers of services that target children, youth and families in a multi-agency, multi-disciplinary system of services. Louisiana's CSoC will initially serve children and youth who have significant behavioral health challenges or co-occurring disorders and who are in or at imminent risk of out-of-home placement.

The OCS Continuous Quality Improvement (CQI) Process is driven by stakeholder involvement. CQI operates at state and regional levels. At the state level, the Community and Consumer Stakeholder Sub-Committee meets quarterly to focus on issues of interest to the child welfare community and to identify areas where OCS can improve service delivery. A representative of this committee serves on the state CQI Committee. This subcommittee includes Tribal representatives, Prevent Child Abuse Louisiana, Baton Rouge Mental Health, Department of Health and Hospitals, Office of Juvenile Justice, Child Advocacy of Louisiana, Regional Family Resource Centers, CASA, private mental health providers, the Juvenile Court, private child placing agencies, Department of Education, substance abuse recovery centers, Volunteers of America, local school board Truancy Assessment and Advocacy Center, foster/adoptive parents and consumers of OCS services.

Some Regional CQI committees include stakeholders as part of a single body while others have separate stakeholder committees similar to the one at the state level. The focus of these meetings is on how OCS can improve the quality of the services the agency provides. Regional stakeholder involvement through the CQI process includes Assistant District Attorneys and other court system representatives, private child welfare agencies, foster parents, Tribal representatives, Regional Family Resource Centers, Office of Juvenile Justice, Families in Need of Services Program, homeless coordinators, local school systems, Office of Addictive Disorders, CASA, child advocacy centers, housing authorities, law enforcement, Volunteers of America, parish Human Service Districts, and mental health centers.

Customer satisfaction is measured through surveys continuously available in all OCS offices as a part of the CQI process. The survey results are entered into the Quality Assurance database and analyzed for corrective action as needed.

Several other committees and workgroups have been established:

- OCS, Louisiana Rehabilitation Services and the Louisiana Department of Labor have developed a committee specifically to create mechanisms to assure that youth aging out of foster care have employment and training services available to meet their needs, and to develop mechanisms for data sharing.

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- OCS and the Department of Education have a committee to explore issues related to educational outcomes for children in foster care which includes developing mechanisms for data sharing and surveying staff of both agencies in order to develop ways to cross train staff so that OCS staff understands such issues as the Individual Education Plan (IEP) process and school staff understand the unique issues of children in foster care and mandatory reporting responsibilities. The committee is also addressing transportation issues to prevent children having to change schools upon entering foster care if a placement within the school zone that meets the child's needs is not available.
- OCS and the Louisiana universities offering social work degrees have established a workgroup to develop a unified and consistent curriculum for Bachelor of Social Work students and to develop the Louisiana Child Welfare Institute.
- A committee has been established that includes OCS, Office of Juvenile Justice, managers of various departments within the Department of Health and Hospitals, and private medical providers working under contract with the Department of Health and Hospitals to develop, implement and enhance a comprehensive health care oversight plan for children in foster care.
- Foster Care Program and Transitional Living Services Staff work with the Office of Citizens with Developmental Disabilities to obtain services for developmentally delayed children and youth.
- Prevention Staff works with the Office for Addictive Disorders to maintain substance abuse counselors in OCS offices to assess and refer clients as needed.
- Foster Care Program and Transitional Living Services Staff work with the Office of Mental Health for identification and treatment of mental health disorders in children, youth and parents.
- Foster Care and Quality Assurance Staff work with the Office of Juvenile Justice to develop strategies to assure that caseworker visits occur monthly with the majority of the visits in the child's residence
- Foster Care and IV-E Program staff work with the Office of Juvenile Justice to assure that IV-E eligibility is calculated accurately for children in the custody of the Department of Corrections.
- Transitional Living Program Staff and Office of Juvenile Justice Staff work together to assure that youth receive the life skills training needed to function independently as adults.
- CPI, Prevention/Family Services and Foster Care Program staffs work with the Office of Family Support (OFS), Louisiana's TANF agency, to provide an efficient referral process for various financial assistance programs. Through the LA KISS grant, OCS and OFS workers are cross trained on policies and procedures of both agencies in the Greater New Orleans Region.

OCS also engages in collaboration through Citizen Review Panels (Please see page 172), Court Improvement Project (Please see page 162), the Louisiana Foster and Adoptive Parent Association (Please see pages 159 and 275) and the Louisiana Adoption Advisory Board (Please See page 58).

Consultation and Coordination with Federal Partners: OCS 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. The Children's Bureau data

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team works closely with OCS to assure that caseworker visitation data is available. OCS also receives a wide array of Technical Assistance from various National Resource Centers to address the agency's continuing hurricane recovery efforts and long term initiatives. ACF Region VI staff and National Resource Centers have been available and consulted regarding preparations for the CFSR and PIP development. The Region VI Liaison participated in a cross training event sponsored by CASA and the Court Improvement Program regarding the Fostering Connections to Success and Increasing Adoptions Act of 2008. She provided information live at the first of four training sessions and was videotaped for the remaining sessions and for the entire training to be posted on the Court Improvement Program's legal education website.

Private Not for Profit Organizations: OCS is engaged in ongoing collaboration with the Casey Family Foundation and the Casey Strategic Group for performance based contracting in relation to the development of a request for proposals for residential treatment providers, recruitment and retention of foster families and child specific certifications. Louisiana is currently undergoing reaccreditation through the Council on Accreditation which provides ongoing consultation regarding best practice in child welfare. The Braveheart Foundation, a Baton Rouge based organization, supports OCS statewide through provision of backpacks with comfort items for children entering care to scholarships for foster care alumni.

Consultation and Coordination with Tribes: There are four Federally Recognized Indian Tribes in Louisiana:

- **The Chitimacha Tribe of Louisiana** is located in Charenton, LA in St. Mary Parish. Lonnie Martin is the Chief and Karen Matthews is the Social Services Director. The mailing address is P.O. Box 661, Charenton, LA 70523, and the telephone number is (337) 293-7000.
- **The Coushatta Tribe of Louisiana** is located in Elton, LA in Allen Parish. Kevin Sickey is the Chairman and Milton Hebert is the Social Service Director. The mailing address is P.O. Box 818, Elton, LA 70523, and the telephone number is (337) 584-2261.
- **Tunica-Biloxi Tribe of Louisiana** is located in Marksville, LA in Avoyelles Parish. Earl Barbry, Sr. is the Chief and Marshall Pierite is the Social Services Director. The mailing address is P.O. Box 1589, Marksville, LA 71351, and the telephone number is (318) 253-5100
- **Jena Band of Choctaw 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.

Recent Developments: On May 19, 2010, OCS staff participated in a meeting with tribal social service directors arranged by ACF Region VI. The meeting was held in Marksville, LA and attended by Nanette Bishop, Dana Huckaby, Amy Grissom, and Sona Cook of ACF Region VI; Milton Hebert of the Coushatta Tribe, Karen Matthews of the Chitimacha Tribe; Mona Maxwell of the Gena Band of Choctaws; Evelyn Cass and Babette Bordelon of the Tunica Biloxi Tribe; and Toni Buxton (Foster Care), Marilee Cash (IV-E), Tonyalea Elam (Home

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Development/Recruitment), Genita Hunter (Adoptions), Celeste Skinner (Transitional Services), Krystal Schexnayder (Youth Advocate) and Carol Groves (Planning and Accreditation) of OCS State Office; and Elaine Keller, Laurie Bardwell, Deanna Williams, and Clarice Davis of the OCS Alexandria Regional Office.

The Tribes identified several issues that offer OCS opportunities for improvement:

- Working relationships are good with State Office and with some parish/regional offices; other parish/regional offices fail to notify Tribes of conferences and hearings, do not return phone calls timely and are rude to Indian clients.
- Tribes are not consistently notified of OCS training opportunities available to them.
- Only one Tribal Representative actively participates in a Regional Continuous Quality Improvement Committee.
- None of the Tribes currently have youth in foster care in the age range for Chafee eligibility, but a need for providing financial planning information to Tribal youth was noted.

Ms. Bishop stated that during the Louisiana CFSR On-Site review, reviewers found that there was no consistent way for workers to notify tribes when an Indian child enters care and that workers did not understand who is responsible for notifying Tribes.

Ms. Skinner presented the Culture Card that OCS obtained from the Substance Abuse and Mental Health Services Administration (SAMHSA) and is providing to staff during trainings to increase cultural awareness of staff regarding American Indians for feedback on the value of the Culture Card from the American Indian perspective. Ms. Bishop indicated that the Culture Card is valuable for the general information it provides, but it is not an adequate substitute for OCS staff having specific knowledge of the unique cultures of each Tribe in Louisiana.

The following agreements were reached to address the issues noted above:

- OCS will increase its diligence regarding assuring that Tribes are notified of available OCS training and are invited to regional Continuous Quality Improvement Committee (CQI) meetings, and will use state and regional CQI to focus on areas where the relationship between OCS and tribes is not productive.
- OCS will use video training conferences to review basic ICWA training and provide Tribal Social Service Directors an opportunity to speak directly to OCS staff about unique cultural attributes of each tribe.
- OCS will provide Ansell-Casey Life Skills Assessment training to Tribal Social Services Directors and provide social learning books.
- OCS will provide Tribes with Technical Assistance conference call information so that they can become aware of the process, and Tribes and OCS will jointly request TA for Train-the-Trainer sessions on ICWA including historical trauma issues.
- In the long term, OCS will strengthen ICWA policy.

Ongoing Coordination and Collaboration with Tribes: OCS and the Court Improvement Project (CIP) receive Technical Assistance through the National Resource Center for Legal and Judicial issues to improve our collaboration with Indian Tribes and in identification of cases subject to ICWA.

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Regional Recruiters in the OCS Home Development Section assigned to regions where Tribes are located make quarterly contacts with Tribal social services directors.

Chafee Independent Living providers in regions where the Tribes are located make ongoing outreach efforts to the Tribes.

Formal and informal working agreements with American Indian Tribes are in place.

OCS continues to build relationships with American Indian tribes via the Continuous Quality Improvement (CQI) process. The goal is to improve communication with tribes on important matters such as notification of family team conferences and court hearings. Tribal participation in the CQI process also provides an opportunity for OCS staff and Tribal representatives to meet and develop relationships. Tribes are located in jurisdiction of three Regional CQI Committees: Lafayette Region (Chitimacha Tribe), Lake Charles Region (Coushatta Tribe) and Alexandria Region (Tunica-Biloxi and Jena Band of Choctaw Tribes).

The Executive Director of the Governor's Office of Indian Affairs participated in the statewide CQI Stakeholder Committee to the extent he was available. The position is now vacant, and will not be filled until after July 1, 2010. At that point, OCS will contact the new Director to request participation. The Coushatta Tribe Social Services Director participates in the statewide Stakeholder Committee meetings when possible.

OCS provides Indian Tribes with Funding Announcements and Request for Proposals (RFP) published in the Federal Register

Plans, Reports and Reviews: OCS provided tribes with the OCS Child and Family Services Plan (CFSP), and involved them in the creation of the plan. Karen Matthews, Social Services Director of the Chitimacha Tribe of Louisiana, and Milton Hebert, Social Services Director of the Coushatta Tribe, attended the March 10, 2009 CFSP kickoff meeting and participated in workgroups to develop the plan. At the May 19, 2010 meeting, OCS provided each of the Tribal representatives a copy of the plan and requested their comments for the Annual Progress and Services Report currently being compiled for submission by June 30.

Jean Allen Wilson, former Social Services Director of the Tunica Biloxi Tribe, and Milton Hebert participated in the 2010 Louisiana CFSR kickoff meeting. Milton Hebert, Karen Matthews and Mark Ford, former Executive Director of the Governor's Office of Indian Affairs, participated in the 2010 CFSR on-site stakeholder interviews.

All of the Louisiana Tribes except Coushatta have finalized Title IV-B agreements. The Child and Family Services Plans related to those agreements were provided to OCS on May 20, 2010. They had not previously been provided because of the expectation that the Plans would be posted on the internet, but that has not yet occurred.

Rights of Tribes to Operate a Title IV-E Program: OCS continues to be 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 that requests

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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 Indian children, and to provide access to Title IV-E administration, training and data collection resources.

At the May, 19 2010 meeting it was determined that it would not be in the financial interest of any of the Louisiana Tribes to pursue development of a full Title IV-E program. However, all four Tribes expressed an interested in developing a Title IV-E Agreement for maintenance only. OCS will provide information on legal and eligibility requirements. ACF Regional Office will provide assistance as requested on negotiating the agreements, and OCS will explore using a nationally recognized expert if additional assistance is needed. OCS has not identified reviewers for the November 2010 IV-E review, but will explore involving the Tribes in the review so that they can gain experience.

Specific Measures to Comply with ICWA: OCS provides initial and ongoing training to front-line staff to assure that ICWA policy is understood and implemented. Additionally, Tribal representatives are invited to participate in training offered by OCS to its own staff for informational and cross-training purposes. In consultation with Tribes, Louisiana has developed policies and procedures to comply with the Indian Child Welfare Act:

- Notifications to Indian Parents and Tribes: OCS policy requires that staff identify children who are American Indian. The Child Protection Investigation data system, A Comprehensive Enterprise Social Services System (ACCESS) intake screen captures information regarding American Indian status, and inquiries continue throughout the life of the case, with Tracking and Payment Information System (TIPS) data and/or ACCESS being updated accordingly. Upon identification of an American Indian child involved with OCS, the parents and the Tribe are notified. OCS prioritizes the need to identify American Indian children early in the process and stresses that communication with the family and the Tribes be open throughout the child's involvement with the agency.
- Placement Preferences: OCS policy recognizes the special placement preferences for American Indian children. Policy addresses placement preferences for Indian children in foster care, pre-adoptive and adoptive homes. Policy requires that children be placed with family and within a placement resource that can meet the specific ethnic and cultural needs of the child. Regional Recruiters hired for the Home Development Section make regular quarterly contacts with tribal social services directors to develop placement resources within the Tribal community.
- Family Preservation: OCS seeks to provide services to prevent the breakup of American Indian families. OCS is working toward building a continuum of services that focuses on prevention and the preservation of the family unit for all families served by the agency, including Tribal families. Limitations exist in the availability of services in rural areas of the State, which negatively impacts the ability to provide services to Tribal families and all other families who reside in rural areas.
- Tribal Jurisdiction: OCS recognizes in policy the rights of tribal courts and their jurisdiction. Tribal courts usually allow the local state courts to proceed, but would prefer to have more

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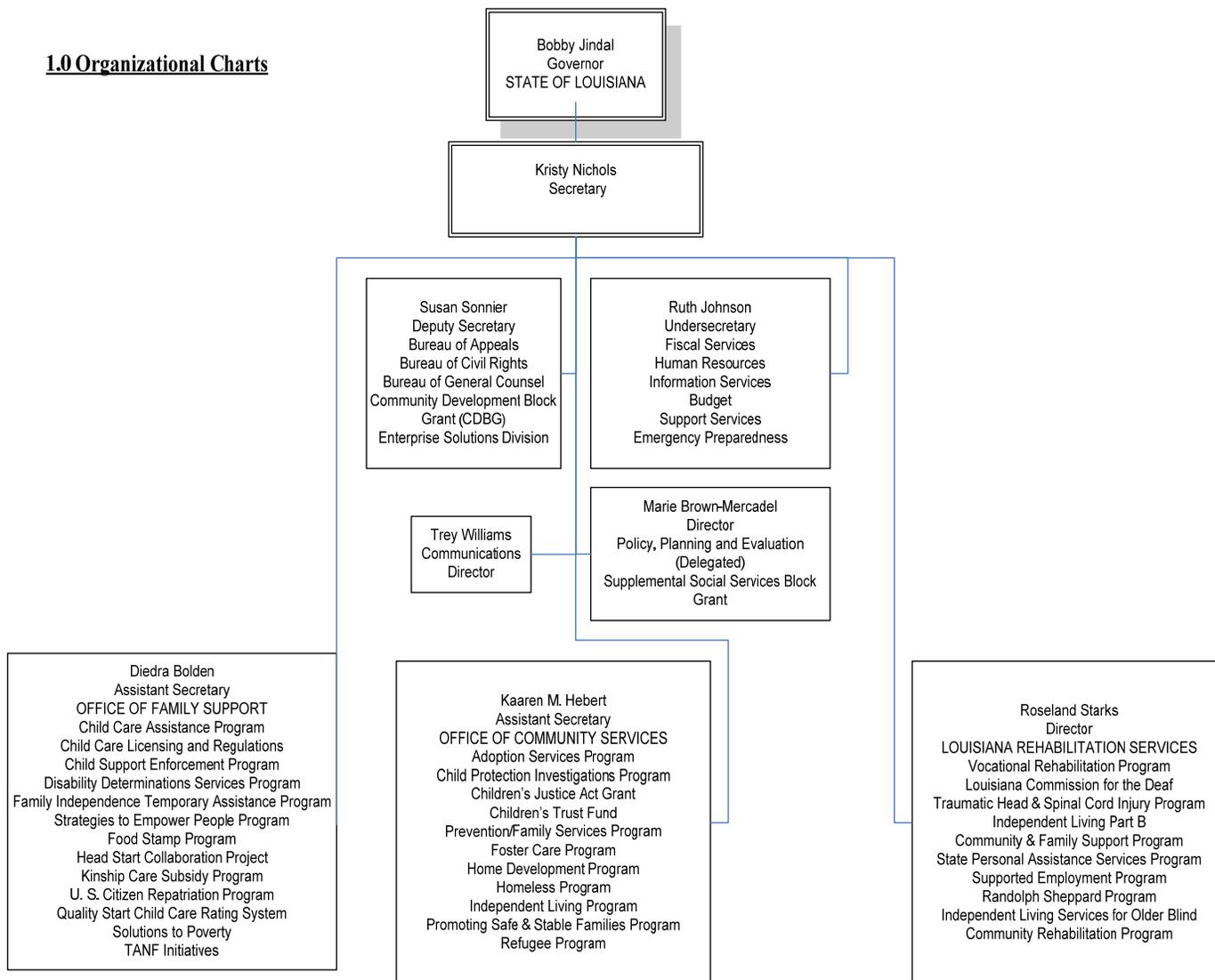
complete information so that their decisions could be better informed. It is hoped that through the ongoing participation of Tribal representatives on regional CQI teams, on the statewide Stakeholder Committee, involvement of OCS Regional Recruiters with Tribal social services directors, and ongoing quarterly meetings between the Tribes and OCS staff that these types of issues can be discussed and resolved in a satisfactory manner for all parties and in the best interests of the children served.

- Special Provisions: In July 2007, the agency added special provisions to policy that applies 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, hearing notification to parent and tribe and special placement consideration.

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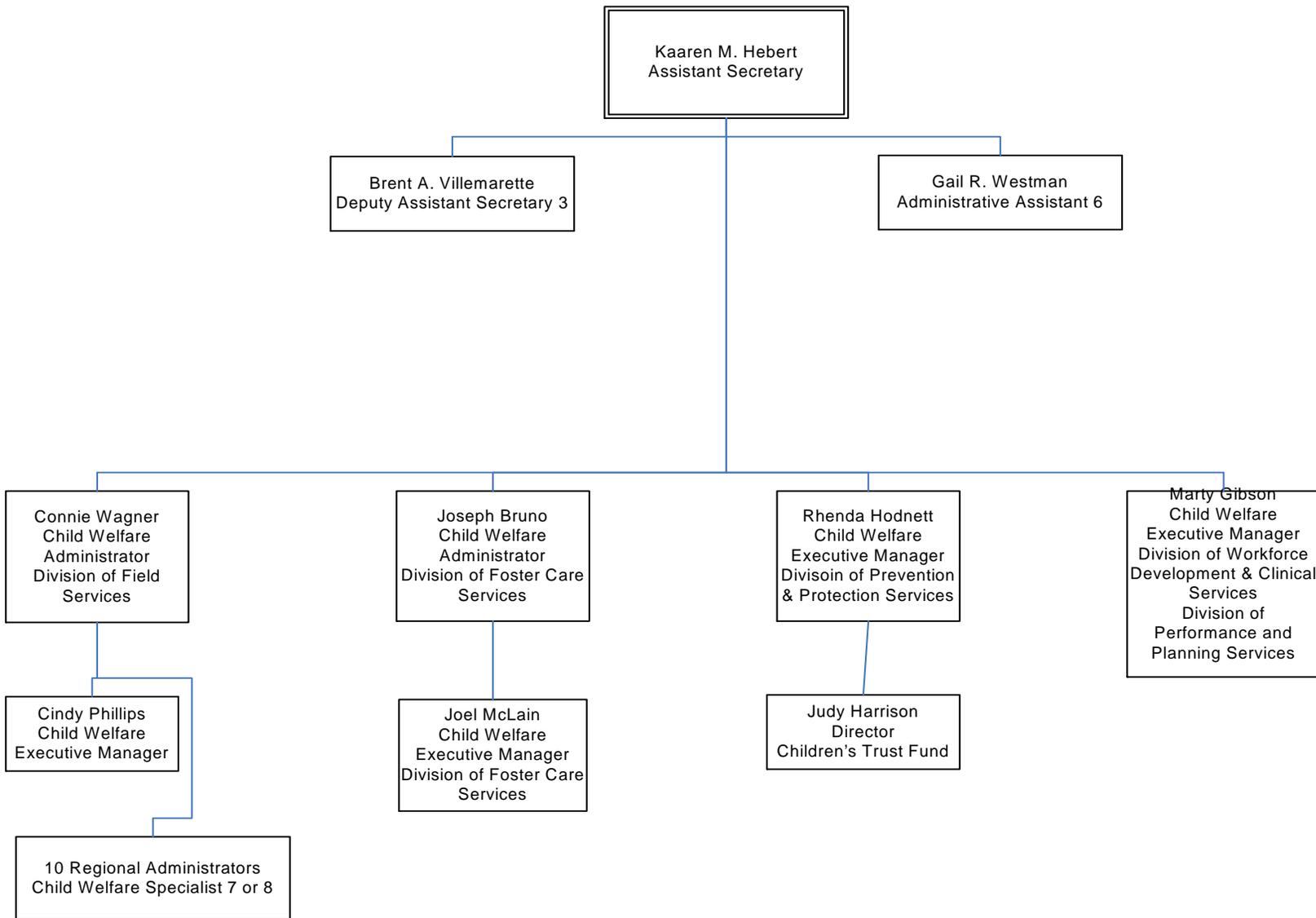
### 1.0 Organizational Charts



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**OFFICE OF COMMUNITY SERVICES**



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**DISASTER PLANS**

Following the 2005 hurricane season, comprehensive disaster plans were developed. These plans are reviewed regularly, and no changes have been made.

The Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) has statutory authority under Louisiana R.S. 29:721 et seq. to exercise overall direction and control of emergency and disaster operations for the State of Louisiana. Each state department is assigned a primary emergency function and is responsible for coordinating the planning and response activities. The DSS is responsible for carrying out the emergency functions of mass care, housing, and human services.

In order to carry out emergency and disaster functions and attend to the needs of the Department's consumers, a **Continuity of Operations Plan (COOP)** was developed. The COOP identifies essential functions of operation, orders of succession, roster of key employees statewide, devolution to regional leadership if headquarters is inaccessible for 24 hours or more; alternative work facilities, ways to support personnel, supplies, and other necessities so that work can be carried on. Alternative providers and modes of communication are also addressed in the COOP.

**COOP: OCS Essential Functions within 48 Hours of a Disaster**

- Providing for the identification, location and continued availability of services for children under state care or supervision who are displaced or adversely affected by a disaster;
- Responding to new child welfare cases in areas adversely affected by a disaster, and providing services to those cases;
- Coordinating services and sharing information with other states.

**COOP: OCS Staff Roles and Responsibilities**

- Assistant Secretary
  - Provide specific approvals to the Director of Programs as needed
  - Coordinate agency efforts with command center
  - Provide direction for other extraordinary service delivery
  - Coordination of media contacts and consistency of information provided to the media
  - Coordinate and share information with agency heads in other states
- Deputy Assistant Secretary
  - Contact Assistant Secretary to receive approval and to put in motion the following: (if necessary during a disaster)
    - Change in CPI Investigation prioritization, including communication of prioritization to lead, field and first line responders
    - Special search and shelter procedures, when an emergency results in children being separated from caretakers
    - Extraordinary case management services to meet the needs of children in state custody
  - Provide direction and approval for any extraordinary purchases
  - Track and respond to those wanting to give money

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- CPI Administrator
  - Lead for essential function of providing child protective services and child protection investigations including:
    - Ensure that the public has a way of reporting child abuse
    - Provide a limited hierarchy of intake to only those life-threatening cases in time of crisis
    - Provide child protection investigation services
    - Establish links to court system for placement authority
    - Establish links to law enforcement for investigation assistance and emergency custody
  - Address in and out of state CPI issues
  - Coordinate services and share information with other states regarding CPI
  
- In-Home Services Director
  - Establish special shelter(s) and facilitate special search actions when a disaster results in children being separated from caretakers
    - Implement procedures to identify children separated from primary caretakers
    - Establish shelter(s) or placement resources to house and protect children
    - Coordinate efforts with NCMEC Team Adam to locate primary care providers for separated children
  - Address in and out of state family services issues
  - Coordinate services and share information regarding in-home services with other states
  
- Out-of-Home Services Director
  - Provide foster care case management services to children in state custody
    - Ensure that children are evacuated to safety during mandatory evacuations
    - Establish a case management unit to support foster parents and children
  - Address foster care and home development issues
  - Coordinate services and share information regarding out-of-home services with other states
  
- Field Services Division Assistant Director
  - Implement changes in staff utilization in support of COOP mandates
  - Coordinate use of displaced staff in state office and regions
  - Coordinate work with personnel section on staff utilization
  - Coordinate efforts in support of displaced and/or traumatized staff
  
- Office of General Counsel
  - Represent OCS in court
  - Work with court(s) to setup extraordinary procedures in time of disaster
  
- Liaison to NCMEC

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- Contact National Center for Missing and Exploited Children (NCMEC) Team Adam to seek assistance in finding parents of separated children.
- Serve as direct liaison to Team Adam
  
- Performance and Planning Services Director
  - Point of contact on OCS statistics reported to outside entities and media
  - Coordinate data exchanges with outside entities
  - Technical assistance on setup of computer, data and communication systems
  - Coordinate DSS website information relating to emergency response
  
- Adoption Section Administrator
  - Put in place people and procedures for handling incoming calls and collection of information from callers
  - Address adoption subsidy issues
  
- Policy Administrator
  - Organize and coordinate board payment issues and check distribution as needed
  
- Home Development Administrator
  - Coordinate response to individuals wanting to become foster parents for disaster related children
  
- Legal Coordinator
  - Tracks and respond to those offering to donate services
  - Address issues with CEP providers
  
- Residential/Resource Development Administrator
  - Contact and track whereabouts of residential facilities, PFC and children hospitals to confirm safety of children
  - Address issues relating to Residential, PFC and children in hospitals
  
- Eligibility Administrator
  - Coordinate and address issues relating to Medical cards
  
- ICPC Administrator
  - Address ICPC issues with the field in support of foster parents and relative placements
  
- Planning Administrator
  - Coordinate work with ACF and external partners
  - Draft federal waiver requests
  - Coordinate work with National Resource Centers
  
- Research and Quality Assurance Administrator
  - Prepare download from computer systems to begin tracking clients, providers and workers
  - Input and manage client, provider and worker tracking database
  - Provide data reports to support recovery efforts

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- Prevention Program Manager
  - Coordinate search efforts for missing family services cases
  
- Foster Care Program Manager
  - Address issues relating to displaced YAP and soon to be aging out youth
  - Address issues relating to displaced independent living providers

**DSS Policies and Procedures address the following:**

- Providing a mechanism to remain in ongoing communication with staff and essential personnel who are displaced because of disaster;

The Department's 1-888-LAHELPU (1-888-524-3578) phone line was developed for staff and consumers to obtain the most recent news about DSS operations, office closures and emergency responsibilities. It also allows consumers to make requests for services and update case information as needed.

- Providing a system to preserve essential program records.

DSS began digitally imaging documents in response to documents being lost as a result of Hurricanes Katrina and Rita, to expand the department's enterprise approach to service delivery and to achieve a paperless process. Documents imaged include: Birth Certificates; Identity Documents (ex. Drivers License); Social Security Cards; Immunization Records; Marital Status Documents; Acknowledgements of Paternity; Proof of Income; Court Orders including Custody and Adoption Decrees, Orders to Deliver Services, Protective, Emancipation, Surrenders and Child Support Orders, Name Changes and Paternity Judgments.

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**STEPHANIE TUBBS JONES CHILD WELFARE SERVICES PROGRAM**  
**TITLE IV-B SUBPART 1**

Child welfare service components of the Louisiana Department of Social Services/Office of Community Services are focused on an effective and accountable child welfare system. Services are provided statewide in 9 regional and 47 parish offices. Major service components include Child Protection Services, Prevention and Family Services, Foster Care Services, Adoption Services, Chafee Foster Care Independence Program, and Education and Training Voucher Program..

The allocation for the Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B, Subpart 1) grant to Louisiana is \$4,726,683. These grant funds have been and 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 (whenever that can be safely achieved).

Additionally, \$1,300,615 of the grant is used for foster care maintenance. The funding for this service does not exceed the 2005 expenditure level required by the grant. Non-federal funds expended by the State for foster care maintenance payments for FFY 2005 and planned for FFY 2010 is \$433,538.

After an assessment of the service array, the agency developed and enhanced services throughout the child welfare service continuum to address the needs of children and families in order to prevent entry to foster care, to facilitate early return home and to maintain a long-term, stable foster or adoptive placement.

To that end, the agency continues to focus on the implementation of initiatives to improve the service array to children and families and to ensure a family-focused and community-based system of care for Louisiana's most vulnerable children. Improvements have included initiating an Alternate Response Family Assessment, Intensive Home Based Services (IHBS) and Multi-Systemic Therapy (MST), which are providing beneficial results for families. Relationships with foster parents continue to improve and Inter-agency cooperation focusing on how best to serve transitioning youths is at an all-time high. OCS is evaluating residential treatment for our children with their best interest and needs at the forefront.

The following pages provide additional details on child welfare services (i.e. child protection services, prevention and family services, foster care and adoption) and the agency's progress in meeting the goals of safety, permanency, and well-being.

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**CHILD PROTECTION SERVICES**

**Intake Program Description:** Local parish OCS offices have the responsibility to receive reports of child abuse and/or neglect during normal business hours. Reports are received orally, in writing, or in person concerning children suspected of being victims of maltreatment. After normal business hours, calls from reporters are routed to toll-free numbers in each of the nine regions throughout the State. Staff are available to receive reports and respond after hours.

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. Based on the level of risk at intake, a determination is made to either refer a case for an Alternative Response Family Assessment (ARFA) or a traditional child protection investigation.

**Changes/Addition to Program in FFY 2009-2010:** A centralized intake design team was established to study and make recommendations for the development of a statewide centralized intake process. A centralized child protection intake system plan was presented on July 1, 2009. The team did a comparative analysis of centralized intake versus local intake highlighting the positives of each, researched documents and interviewed staff involved in the 1984 centralized intake rollout that ended prior to full implementation, and reviewed other states' central intake systems. The planning and design team explored several options in designing Louisiana's centralized intake center. The options include an in-house center located in and under the direction of state office; an out sourced single center; or a combination of the two.

Centralized intake is still in the RFP process and final decisions have not been made regarding the design of this process. The centralized intake design team will meet on March 3, 2010 in order to provide a recommendation to management staff regarding the design of the process, however several issues remain such as cost, the extent of utilization of DSS staff or contractor staff and to what level, and the need for user friendly ACESS intake on the front end.

**Population served:** Statewide callers making reports of child abuse and/or neglect.

**Alternative Response Family Assessment Program (ARFA) Description:** ARFA is a safety focused, family centered and strength-based approach to child protection in which the child welfare professional conducts an assessment of need for a family with low risk of child abuse and/or neglect. The assessment focuses on establishing a non-adversarial relationship with the family to identify issues, service needs, strengths and solutions to enhance family functioning and assist the family in connecting to resources that promote child safety and well being.

**Population Served:** Families statewide with low risk abuse/neglect reports and no serious and immediate threat to the child's health or safety.

**Child Protection Investigation:** Legally mandated, specialized social services for children who are neglected, abused, exploited, or who are without proper custody or guardianship. The services include an investigation to determine if the child(ren) has 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 which has occurred; 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 imminent moderate to severe harm; an assessment of the future risk of possible

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harm from abuse/neglect to the child(ren); a provision of emergency, short term and concrete services as needed; participation in court hearing, when required; and timely referral to Family Services and/or community service providers, as appropriate, in order to protect the child(ren).

**Population Served:** Children, under 18 years of age, and families in which there have been reports of abuse and/or neglect.

**Structured Decision Making:** The SDM® model incorporates a set of evidence-based assessment tools and decision guidelines designed to provide a higher level of consistency and validity in the assessment and decision making processes. Goals of the SDM® model are to reduce subsequent harm to children, reduce re-referrals and validated cases of abuse/neglect and/or foster care placements, and reduce time to permanency. These goals are accomplished by introducing structure to critical decision points, increasing consistency and validity of decisions, targeting resources on families most at risk and using aggregated assessment and decision 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 response at specific decision points in the life of a case, ranging from intake to reunification. The SDM® model also uses service levels (high, medium, low) with differentiated minimum standards for each level. The service levels associated are concentrated on those families at the highest levels of risk and need.

The SDM intake tools clearly identify factors that determine if and how quickly staff should respond to new child abuse/neglect referrals. This results in greater consistency among workers and also permits administrators to easily convey the criteria they use to decide how the agency deals with abuse and neglect referrals. In addition, classifying and prioritizing referrals facilitates attainment of the CFSR safety indicator regarding the timeliness of investigations.

**Changes/Addition to Program in FFY 2009-2010:** From October 2007-May 2008, a statewide phase-in of SDM occurred that required CPI Staff to provide information for completion of SDM on cases referred to FS or FC staff.

SDM was expanded to require child protection investigation and alternative response workers to complete the form during an investigation or alternative response. This initiative allowed for more standardized decisions on how risk is assessed and case planning is determined. Implementation of SDM in CPI/AR began in October 2009.

OCS began piloting SDM at intake in February 2010. OCS anticipates a higher percentage of low risk cases will be directed to assessment (AR) where the family is expected to be linked to needed services.

**Changes/Addition to Program in FFY 2009-2010:**

**Risk Evaluation Panel:**

As a result of LA 46:1414.1 and 46:51.2(A), the DSS has developed a Risk Evaluation Process. A Risk Assessment Panel (REP) has been established and the Risk Evaluation Panel Coordinator (REPC) will organize and implement the panel. The function is to determine if an owner, operator, current or prospective employee, or volunteer at a child care facility licensed by DSS is recorded on the State Central Registry (SCR) for a valid (justified) case of child abuse or neglect. The panel's function is to determine if that person poses a risk to children. Two DSS panels are

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created; one panel shall review records of licensed child care facilities personnel, while the second panel will review records of DSS employees and prospective employees.

**Population Served:** Licensed child care facilities personnel and DSS employees and prospective employees.

Statistics				
FFY	CPI Intake Cases Established	Number of CPI Investigations	Total number of ARFA cases	<a href="#">CPI Unduplicated Victim Report</a>
<b>Baseline</b> 2007-2008	39,374	20,011	2,924	9812
2008-2009				
2009-2010				
2010-2011				
2011-2012				
2012-2013				

*Note: Number of CPI Intake Cases established; reported by Intake-ACN0001; Disposition Count of CPI Investigation Cases by Intake Response Priority and Investigation Level-ACN0002; Count of unduplicated victims in validated CPI Investigation Cases by Investigation Type ACN0017*

**Note: 2008-2009 data unable to be provided at this time due to inaccurate data contained in the data system. Efforts are underway to correct the data.**

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**PREVENTION AND FAMILY SERVICES**

**Program Description:** Prevention and Family Services encompass a continuum of services including prevention, early intervention, and treatment services. The Family Service (FS) program provides targeted services to parents and children following an allegation of abuse or neglect while maintaining the children in their own home. A referral to the FS program is appropriate in situations where the safety of the child does not appear to be compromised, yet risk factors indicate a need for intervention. Services are often voluntary; however, OCS may request court involvement due to the seriousness of the case if there is a lack of cooperation by the parent. Families referred to this program are often facing multiple, complex issues such as substance abuse, serious mental and physical health problems, and domestic violence, which may be directly or indirectly related to child abuse or neglect.

OCS also participates in the primary prevention of child abuse and neglect by promoting, facilitating, and supporting the efforts of those organizations that focus attention on universal child maltreatment prevention. In collaboration with the Children’s Trust Fund and Prevent Child Abuse Louisiana, leadership and guidance is provided toward the development and implementation of services to prevent child maltreatment.

Agency staff who have the education and skill to work with multi-problem families, conduct a comprehensive family assessment and develop a treatment plan toward the goal of empowering the family to provide a safe, stable home environment for their children; thus avoiding repeat maltreatment or the need for out of home placement. The Family Services Worker, as the case manager, may arrange for additional 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 they may be focused on more complex issues that require medical or therapeutic intervention.

There are no planned changes to this program; however, based upon CFSR on-site review preliminary results, the Family Services Policy manual will be revised to more clearly explicate expectations.

**Population Served:** Family 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 that can be provided while the child remains in the home. In limited situations, families can voluntarily request services in order to prevent child abuse or neglect from occurring. Prevention and Family Services are provided on a statewide basis through 9 regional and 47 parish offices.

<b>Prevention and Family Services</b>	
FFY	# of Families Served
<b>Baseline:</b> 2007-2008	3,819
2008-2009	2,909
2009-2010	
2010-2011	
2011-2012	
2012-2013	

*Note: Unduplicated Families: (MS Access used to obtain data from TIPS.txt download files as of 2/20/09; FS program with null subprogram or IHB subprogram. Exclude subprogram 20 and CHD).*

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**Intensive Home Based Services**

**Program Description:** Intensive home-based services (IHBS) is a component of the Family Services Program and includes intensive, in-home crisis intervention, counseling, and life-skills education for families who have children at imminent risk of out of home placement. OCS has implemented the Homebuilders model of Intensive Family Preservation Services. The goal of IHBS is to prevent unnecessary out-of-home placement of children by providing in-home intervention, and to teach families new problem-solving skills to prevent future crises. Essentially the agency is using three models of IHBS. They include an in-house unit staffed with OCS employees (Lake Charles), contracts with community providers (Orleans/Jefferson, Baton Rouge, Thibodaux, Covington, Alexandria, Shreveport, and Monroe) and a combination of service delivery that includes an in-house IHBS unit and an outside provider (Lafayette). Although IHBS functions as a part of the Family Services program, IHBS services are available to support placement stability and step-down to less restrictive placements and reunification,

There are no planned changes to this program.

**Population Served:** Families in which one or more children are in imminent danger of being placed in foster, group, or institutional care (prevention); families who require intensive services when children are being returned from out-of-home care, (reunification); for children at risk of placement disruption in a foster home, relative or adoptive placement that has been stable (stabilization); and when a child is being “stepped-down” from a residential facility to a foster or relative caregiver.

<b>Intensive Home Based Services</b>				
<b>FFY</b>	<b># Families Served</b>	<b># Children Served</b>	<b>Average length of service in weeks</b>	<b>Average # Face to Face hours completed per case</b>
<b>Baseline:</b>				
2007-2008	459	1019	4.7	31.4
2008-2009	556	1307	4.0	33.5
2009-2010				
2010-2011				
2011-2012				
2012-2013				

<b>Referral Reasons: Percentage</b>			
<b>FFY</b>	<b>Prevention</b>	<b>Reunification</b>	<b>Stabilization/ Step-down</b>
<b>Baseline:</b>			
2007-2008	65.5%	24.8%	9.7%
2008-2009	61.2%	27.2%	11.7%
2009-2010			
2010-2011			
2011-2012			
2012-2013			

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<b>Percentage of Cases Closed Services Complete</b>				
<b>FFY</b>	<b>Prevention</b>	<b>Reunification</b>	<b>Stabilization</b>	<b>Step-down</b>
<b>Baseline:</b> 2007-2008	81.6%	80.2%	70%	86%
2008-2009	84%	87.9%	70%	66.7%
2009-2010				
2010-2011				
2011-2012				
2012-2013				

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**FOSTER CARE/HOME DEVELOPMENT**

**Program Description:** Foster Care 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 foster parents, private providers, relatives and youth work with agency staff and parents toward achieving 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. 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 placement consideration for the child prior to considering other placement options. For children who age out of foster care at 18, the agency provides the opportunity for the young adult to contract to continue receiving supportive services through age 21 in the Young Adult Program. Home Development services include recruitment, retention and support to OCS foster and adoptive families and private foster care (e.g. Therapeutic Foster Homes). Additional information concerning Home Development is found in the Recruitment and Retention plan located on page 46. Residential services include therapeutic congregate care. Interstate Compact on the Placement of Children (ICPC) coordinates services with other states for out-of-state placement with relatives or in permanent adoptive homes (see page 51).

**Population Served:** Foster care services are provided on a statewide basis through 10 regional/district and 48 parish offices. The program provides services for a planned period of time when an abused or neglected child must be separated from parents or family, and when the state has been awarded legal custody of the child through the court of jurisdiction. Services are provided in all 64 parishes through 9 regional offices and 47 parish offices.

As of April 2010, OCS had provided foster care services to an average of 4945 children monthly and to a cumulative total of 7630 children thus far during SFY 2010.

<b>Number of Children Served in Foster Care</b>		
<b>FFY</b>	<b>EOM Average for FFY</b>	<b>Cumulative FSFY</b>
Baseline:		
2008	5089	8486
2009	4754	8269
2010		
2011		
2012		

*(Data obtained from Web Focus Report)*

In FFY 2009, the average number of children in Foster Care at the end of each month is an average of 117 (6.5%) fewer children than in FFY 2008.

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):** OCS has provided support from the state level down to the local level in assessing and serving clients with unique and challenging service needs through the following activities:

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- Service Array: IHBS, MST, Infant Team, substance abuse services and privately contracted services have continued to be used to meet the therapeutic needs of clients. During the past year, Visit Coaching has been added to the available services to assure that parent/child visits are meaningful. Various stakeholders and agency staff have been trained in Visit Coaching which is being provided through the Regional Family Resource Centers. Staff not fully differentiating between supervising a visit and visit coaching has been identified as a barrier to successful implementation. Regional specialists have been trained to provide additional training to local staff.
- Relative Caregivers: Louisiana Relatives as Parents Program (LA-RAPP) and Louisiana Kinship Integrated Service Systems (LA KISS) have been used to support relative caregivers in connecting with resource to achieve and maintain placement of children. LA KISS operates only in the Greater New Orleans Region. OCS collaborated with California State University at Long Beach and Casey Family Programs to field test a training program on collaborating with kinship caregivers. OCS implemented a Guardianship Subsidy Program effective April 1, 2010.
- Interagency Services Coordination: OCS continued to collaborate with other child- and family-serving agencies through Interagency Services Coordination (ISC) meetings designed to identify resources for multi-problem families. OCS has also had ongoing collaboration with the Department of Education, Early Steps, State Interagency Coordinating Council, State Board of Elementary and Secondary Education, Special Education Advisory Council, and the Court Improvement Project Advisory Council to allow for coordinated, improved service provision to clients.
- Appropriate Placement: The State Office Residential Review Committee (STORRC) and Quarterly Residential Reviews have been used to support and monitor field staff in providing needs-based services in appropriate placement settings for children and youth in foster care.
- Runaway Youth: Work has not progressed with the National Resource Center for Youth Services and Region VI ACF to explore issues related to runaway youth and develop protocols and policy clarification regarding intervention to reduce runaway behavior in this population.
- Immigration Issues: Interagency collaboration to establish policy and practice guidelines for working with families facing immigration issues such as legal authorization for residence in the United States and providing for the safety and care needs of children when residency status unclear has not progressed.
- Substance Exposed Infants: Consistent programmatic protocols for services to families where the risk to a child is generated through substance exposure to a newborn were established through policy and practice guidelines issued in February 2010.
- Location of Relatives: Various electronic tools to develop a sustainable service network for the identification and location of relatives and other connections for children/youth to support the establishment of permanency were explored. A contract was established in March 2010 with West Government Services for Consolidated Lead Evaluation and Reporting (CLEAR), a system to support agency efforts to locate relatives of children in care.
- Case Crisis: In June 2009 OCS updated the Case Crisis Review Program by activating and dispatching a review team during a critical crisis in a case to the region/parish where the case was located to perform an immediate and comprehensive review of the situation. Utilization of this process was evaluated by Sue Steib of Casey Family Programs, resulting in routine on-site reviews being suspended in February 2010. OCS policy

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continues to require that State Office be notified within 24 hours of the death or serious injury to a child in foster care, and appropriate State Office support and other intervention is determined on a case-by-case basis.

- **Needs Assessment:** After consideration of several methods of determining the appropriate level of care for children and youth in residential placement, OCS selected the Cuyahoga Placement Level of Care Instrument to determine the appropriateness of placement in fulfilling children's therapeutic and basic care needs in residential placement. This evidence-based instrument was administered to approximately 700 children in specialized placement to determine the appropriateness of the placement setting to serve the child's needs.
- **Child Care Assistance:** Inter-agency transfer of funds and dual agency state planning between OCS and Office of Family Support (OFS) have continued to support child care assistance for family based foster caregivers and foster child parents as well as client families of other agency programs in order to provide placement stability and meet the safety needs of non-custody children of foster children.
- **Special Needs Recruitment:** Foster Care and Home Development have initiated planning to develop recruitment strategies for children with specialized medical and psychiatric care needs to ensure that appropriate caregivers are available for this population. The goal is have a caregiver identified to begin placement planning and knowledge development related to the child's care needs while the child is in a medical or psychiatric hospital to promote increased stability after hospital discharge. OCS is currently revising contract agreements to solicit private agency support in developing these specialized resource families.
- **Workflow Management:** The agency is engaged in an ongoing effort to streamline workflow to allow greater staff focus on family engagement, more intense family assessment and improved support services and to allow for more accurate, complete and consistent casework documentation and tracking of agency interventions and services to families. The process includes at least monthly statewide staff consultation as well as continuous technological developments to aid in case documentation and tracking.
- **Emergency, Disaster and/or Crisis Preparation:** Joint preparation among all levels of staff, foster caregivers, parents and children is ongoing to develop a means of assuring ongoing support and services during emergencies, disasters and /or crises. During the past year, the preparation was mobilized on two occasions: during the H1N1 health scare and during the Haiti earthquake disaster. Although OCS did not become directly involved in the Haitian disaster, preparations were made for the eventuality of sheltering Haitian children who might have been evacuated to Louisiana. No hurricane evacuations took place in Louisiana during the past year.
- **Fostering Connections to Success and Increasing Adoptions Act of 2008:** OCS has engaged in on-going collaboration with other state government agencies and private entities to fulfill requirements of the Fostering Connections to Success and Increasing Adoptions Act of 2008. (Please see Health Care Services Plan [page 32] and Fostering Connections to Success and Increasing Adoptions [page 38] sections of this report for details.)
- **Parent/Child Visitation:** The Regional Family Resource Centers (FRC) have provided parenting education and facilitated visits focused on families with children ages five and under. Visit Coaching has been implemented by the FRCs to aid in productive family interactions and enhance reunification. Although originally envisioned as being for

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parents with children over age 10 at entry into foster care, the service has not been so restricted.

- **Shared Technical Assistance:** OCS has coordinated activities with Department of Education, Department of Labor, Louisiana Rehabilitative Services, Office for Citizens with Developmental Disabilities, and Office of Mental Health, but has not developed a mechanism for shared Technical Assistance. The purpose of sharing Technical Assistance would be to increase knowledge base of staff and placement providers concerning national resources such as foundations, health care programs, support groups, grant opportunities, advocacy groups, developmental/educational programs, materials and tools, etc. that are available to support the care needs of children. (Please see Coordinated System of Care below.)
- **Cross Training and Resource Matrix:** OCS has coordinated with Louisiana Community and Technical College System, Department of Education, Department of Labor, Louisiana Rehabilitative Services, Office for Citizens with Developmental Disabilities, and Office of Mental Health, but has not developed joint staff or provider training or a matrix regarding available services and eligibility requirements. (Please see Coordinated System of Care below.) Cross training was provided through four live training sessions in strategically located regions by the Court Improvement Program and CASA on the Fostering Connections to Success and Increasing Adoptions Act. Presenters and participants included representatives of the child welfare, education and legal systems. The entire training was recorded and continues to be available on the Court Improvement Program's educational website.
- **Coordinated System of Care:** Louisiana is developing a statewide coordinated system of care (CSoC) for at risk children and youth with significant behavioral health challenges or co-occurring disorders. The CSoC project is an initiative of the Governor and is led by executives of the Office of Juvenile Justice, the Department of Social Services, the Department of Health and Hospitals, and the Department of Education. The CSoC is an evidence-based approach that is part of a national movement to develop family driven and youth-guided care, keep children at home, in school, and out of the child welfare and juvenile justice systems.
- **Peer Practice Support Training and Mentoring:** Selected staff have been trained to provide staff skill development for staff in engaging clients, assessing safety and risk in the parents' home, needs assessment and service provision.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):** OCS will continue to provide support from the state level down to the local level in assessing and serving clients with unique and challenging service needs through the following activities:

- **Service Array:** OCS will continue to provide Visit Coaching, IHBS, MST, Infant Team, substance abuse services and privately contracted services have continued to be used to meet the therapeutic needs of clients. Training will be provided to staff to maximize the effectiveness of these interventions, particularly in the area of Visit Coaching and through the mechanism of Peer Practice Support and Training.
- **Relative Caregivers:** Current funding for LA-RAPP will end effective June 30, 2010, and an alternative funding source has not yet been identified. Louisiana Kinship Integrated Service Systems (LA KISS) will continue to support relative caregivers in connecting with resource to achieve and maintain placement of children in the Greater New Orleans

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Region. The OCS Guardianship Subsidy Program will continue with additional staff training and tracking of results of the program.

- Interagency Services Coordination: OCS will continue to collaborate with other child- and family-serving agencies through Interagency Services Coordination (ISC) meetings designed to identify resources for multi-problem families.
- Appropriate Placement: The State Office Residential Review Committee (STORRC) and Quarterly Residential Reviews will continue to support and monitor field staff in providing needs-based services in appropriate placement settings for children and youth in foster care.
- Runaway Youth: OCS will continue to work with the National Resource Center for Youth Services and Region VI ACF to explore issues related to runaway youth and develop protocols and policy clarification regarding intervention to reduce runaway behavior in this population.
- Immigration Issues: Efforts will continue to establish policy and practice guidelines related to families facing immigration issues through collaboration with other agencies.
- Substance Exposed Infants: Need for additional training for staff concerning serving families with substance exposed infants will be assessed, and training provided as indicated.
- Location of Relatives: Policy will be developed and implemented for using CLEAR to locate relatives.
- Case Crisis: Regional and Parish office will continue to inform State Office of situations involving the death, near death or other case crises. State Office response level will be based on an assessment of the specific case situation.
- Needs Assessment: The Cuyahoga Placement Level of Care Instrument will continue to be used to determine the most appropriate placement setting for children and youth.
- Child Care Assistance: TANF funding for Child Care Assistance for child-welfare involved families and foster families will continue, and the mechanism for transferring funds will be assessed upon consolidation of DSS agencies into one organizational structure.
- Special Needs Recruitment: Efforts will continue to build placement capacity for children with specialized medical and psychiatric care needs through recruitment by OCS and private agency support.
- Workflow Management: Efforts will continue to streamline workflow processes through development of electronic case records and other modernization efforts.
- Emergency, Disaster and/or Crisis Preparation: Efforts will continue to assure that OCS is prepared to meet its responsibilities in assuring the safety of children and families during emergency situations.
- Fostering Connections to Success and Increasing Adoptions Act of 2008: OCS will continue implementation of the Fostering Connections to Success and Increasing Adoptions Act of 2008. A memorandum of Understanding with the Department of Health and Hospitals will be finalized concerning the Health Care Services Plan.
- Parent/Child Visitation: Facilitated visits for parents with children ages five and under and Visit Coaching will continue to be provided by the Regional Family Resource Centers. Visit Coaching will continue to be available for parents with children of all ages.
- Shared Technical Assistance: OCS will continue to coordinate activities with Department of Education, Department of Labor, Louisiana Rehabilitative Services, Office for Citizens with Developmental Disabilities, and Office of Mental Health to

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assure service provision and to develop a mechanism for shared Technical Assistance to increase the knowledge of staff and placement providers about available resources to support the needs of children. The Coordinated System of Care may provide a vehicle to move this process forward.

- Cross Training and Resource Matrix: OCS will continue to coordinate with Louisiana Community and Technical College System, Department of Education, Department of Labor, Louisiana Rehabilitative Services, Office for Citizens with Developmental Disabilities, and Office of Mental Health. The Coordinated System of Care efforts may support joint staff and/or provider training and development of a matrix regarding available services and eligibility requirements.
- Coordinated System of Care: Efforts will continue in the development of Louisiana's Coordinated System of Care (CSoC) for at risk children and youth with significant behavioral health challenges or co-occurring disorders. The Planning Group for the CSoC is composed of agency key staff and external stakeholders, including family members, advocates, and providers. The Planning Group will form workgroups as needed to accomplish specified planning tasks.
- Peer Practice Support Training and Mentoring: Formalized Peer Practice Support Training and Mentoring will continue.

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**HEALTH CARE SERVICES PLAN**

The Louisiana Department of Social Services, Office of Community Services (OCS) provides comprehensive health care services for children in foster care with multi-level oversight and ongoing consultation with physicians and other healthcare professionals. The plan for ongoing oversight and coordination of health care services for children in foster care is provided below. During the past year, the plan was circulated to and reviewed by appropriate parties including the Department of Health and Hospitals, Office of Juvenile Justice, foster parents, youth in care, and others. Comments were incorporated into the plan, resulting in only very minor changes as development of the plan had been a collaborative effort. The Health Care Services plan is operational, and a Memorandum of Understanding between the Departments of Social Services and Health and Hospitals has been drafted and forwarded for signatures.

**Collaboration to Develop Health Care Services Plan**

A collaborative group was formed to develop the OCS Health Care Services plan including OCS staff (foster care, clinical services and others), Office of Juvenile Justice staff, members of the Department of Health and Hospitals (DHH) management staff, and private medical providers under contract with DHH. Foster Parents and youth in foster care/Young Adult Program were invited to participate in planning meetings, but did not attend. They will continue to be invited to ongoing collaborative meetings, and the plan was circulated to the Louisiana Youth Leadership board and the Louisiana Foster/Adoptive Parent Association for comments.

The entire collaborative group met several times and established subcommittees on various aspects of medical care such as physician visits, medication (including psychotropic), dental and mental health. Within the subcommittees, best practice standards were reviewed and available Medicaid services were discussed, and later presented to the committee as a whole. The chair of the committee has drafted a Memorandum of Understanding between the agencies regarding ongoing collaboration and shared oversight responsibilities for the health care of children in foster care.

**Medical History**

In order to provide appropriate treatment for children who enter foster care, past medical care providers are identified by the child's foster care worker, contacted and requested to provide medical history on the child. Medical history information includes immunization records and information about major illnesses, injuries, surgeries, or pertinent information for chronic medical problems and ongoing treatment, including prescribed medications.

The foster care worker also identifies past mental health care and/or substance abuse providers and requests mental health and/or substance abuse history on the child. Requested information includes evaluations (including diagnosis), treatment plan (including psychotropic medications, if applicable), progress reports, and any other pertinent information related to chronic mental illness /or substance abuse and treatment.

To obtain medical records, the worker requests the signature of parents and of adolescents when they are age 16 or older for release of the information or for transfer of records. If the parent and/or adolescent is unwilling or unable to sign the release authorization, the worker presents the custody order to the provider to obtain the records.

Efforts are made to engage the parents or other caregivers who can provide information regarding the child's medical and mental health history to accompany the child to medical, dental

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and mental health appointments so that information can be shared with the treatment provider. The foster parent also accompanies the child to the appointments in order to be informed of treatment needs and provide current information.

**Initial Medical Screenings**

Health Care

OCS begins consultation with physicians during the child protection investigation process when necessary to establish the validity of allegations or to treat injuries or medical conditions that may have resulted from abuse or neglect.

Medical examinations are required within seven days of a child entering foster care unless a complete physical examination was obtained within thirty days prior to entering custody and no follow up services or additional injuries or medical problems are suspected. The medical examination must include a screening for communicable diseases, identification of medical needs and referral for services.

The child's immunization record is obtained when the child enters foster care. If the child's immunizations are not current, the foster care worker is responsible for seeing that the required immunizations are completed.

Medicaid providers are used to the greatest extent possible for medical care. Parish health unit facilities are used for immunizations, if they cannot be obtained from the child's physician as a Medicaid covered service.

All children who enter foster care from newborn up to thirty-six months of age are immediately referred to the Early Steps Program. Early Steps is based on Part C of the Individuals with Disabilities Education Act. The only exception to Early Steps referral is when a developmental delay or a medical condition that could lead to a developmental delay has been ruled out or the child is already participating in an Early Steps program.

Children referred to Early Steps are assessed to determine if there is a developmental delay in one or more of the five domains (physical (includes vision and hearing), cognitive, social or emotional, communication, and adaptive) covered by the program. When the child is determined to be eligible, the Early Steps provider develops an Individual Family Service Plan (IFSP) and coordinates the services for the child and family. The program may include services in the areas of health, nutrition, vision, occupational therapy, physical therapy, speech language therapy, social work, family training, counseling, home visits, and transportation.

Dental Care

Current policy requires an initial dental exam within 60 days of entering care for all children age three and older; otherwise the first dental exam is required when the child reaches age three unless there is a specific reason for an earlier exam with yearly exams following the initial exam. This policy is being revised to conform with American Academy of Pediatric Dentistry periodicity recommendations and Medicaid payment changes as follows: The initial exam will take place within 60 days of entering care, at the eruption of the first tooth or at one year of age if no tooth has erupted by then. Periodicity will be reduced from annually to every six months. The KID-MED dental program is used for routine dental care and emergencies for foster children. Orthodontia service is funded under Medicaid only for those children suffering from a

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physically handicapping malocclusion that impacts speech or swallowing, such as cleft palate. OCS does not pay for orthodontia that is not covered by Medicaid.

Medications

The foster care worker obtains as much information (including dosage and potential side effects) as possible regarding any medications the child is taking upon entering care and provides this information to the foster parent.

Ongoing Medical Care

Children in foster care under the age of one year are seen by a physician as recommended by the physician. Children age one and older are required to have an annual physical examination that must occur within 14 months of the previous exam and receive any medically necessary treatment recommended by the physician between annual exams. The worker is responsible for assuring that all needed immunizations and boosters are provided.

KIDMED services are used whenever possible for preventive health care, early detection and treatment of disease, immunizations and dental care. The range of medical services for children in foster care includes physician services, clinical services, psychiatric services, home health, Early and Periodic Screening, Diagnosis and Treatment (EPSDT) personal care, medical equipment and supplies, rehabilitation services, hospitalization for acute care, emergency room services, transportation by ambulance, specialized dental care (and orthodontia for medical necessity), speech and hearing services, eyeglasses and contact lenses.

Parents are required to provide medical insurance for their children while in foster care if possible. Few parents of children in foster care are able to meet this requirement. Therefore, funding for physician consultation is through Medicaid whenever possible and paid by OCS otherwise.

Mental Health Care

The child receives mental health and/or substance abuse services as indicated by the screening that occurs when the child enters foster care or for mental health and/or substance abuse treatment needs that become evident while the child is in foster care.

Treatment to resolve emotional, behavioral or psychiatric problems is available based on an assessment/diagnosis from the American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders (DSM) by licensed mental health professionals. Referrals for mental health treatment are based on medical necessity (required to identify and/or treat a child's psychiatric/behavioral disorder). The goal is to restore the child to an acceptable level of functioning in the family and/or the community through outpatient treatment in accordance with the child's case plan. Inpatient psychiatric care is available for acute conditions.

The Foster Care Worker is responsible for completing a mental health screening within 15 days of the child entering foster care custody. The OCS CE-1 Form is used as documentation of the child's mental health screening and to initiate a referral for services or additional assessment if problems are suspected. Completion of the mental health screening is based on information obtained from conversations with the child's parents/caregiver, the foster care caregiver, by worker interactions with the child and from current case information.

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**Monitoring and Treating Health Needs Identified in Screenings**

An age appropriate child, the caseworker, foster parent and biological parent are all involved in the medical care of the child and consultations with physicians and other medical and mental health providers to be aware of temporary and ongoing conditions that require treatment, services and medications. The foster parent, as the child's primary caregiver, is the most active party in assuring that needed treatment is obtained by taking the child to medical appointments, filling prescriptions, and monitoring the child's health care status on an ongoing basis. The foster care worker is responsible for monitoring the foster parent to assure needed services are obtained; and the worker has the responsibility of visiting with the foster parent and child at least monthly to assure the child's well-being in placement. Discussion of the child's health care needs and required services occurs during these visits. The foster care worker is also responsible for keeping the child's biological parents informed of the child's health care status and encouraging them to participate in physician visits and other medical treatments.

**Oversight of Health Care Needs, Including Prescription Medications**

**Micro Level Oversight:**

Foster parents oversee the daily health care needs of the child. They are provided medical information and records at the time of the child's placement in the home and as additional records accumulate. Foster parents also take children for medical appointments, oversee medication administration, and observe the child daily for indications of needed medical treatment.

The foster care worker oversees the foster parent to assure appropriate care of the child in the home, including medical care. The foster care worker visits in the home monthly and discusses the child's medical status with the foster parent and the child. The worker also acts as an intermediary when necessary, explaining physician's instructions and answering basic medication questions for the foster parent. The foster care worker also keeps the biological parents informed of the child's health care status.

Foster care workers are also responsible for maintaining the child's medical records in the OCS case record. In addition to copies of medical reports, the OCS Form 98 B, Cumulative Medical Record, is maintained electronically as an ongoing log of medical care and medications prescribed.

Medical providers provide treatment, document treatment and treatment needs, including medications, and provide information about the health care needs of the child to the foster parent and foster care worker, and to the biological parents and child, as appropriate.

**Mezzo Level Oversight**

The child's medical information is used to inform agency decisions made in development of the case plan, is discussed in family team conferences, permanency planning and other staffings, is included in court reports, and is presented in court hearings when pertinent to judicial decisions.

Indirectly related to the child's medical care, but an important component of assuring continuity of care, Home Development recruiters are placed in each region of the state and have been trained in various recruitment techniques. These skills are used to locate families willing and able to meet the needs of children, including those with specialized physical or mental health needs, in communities across the state.

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**Macro Level Oversight**

Two Sections in OCS State Office have responsibility for making planning and policy decisions regarding the health care of children in foster care: the Foster Care Section and the Clinical Services Section which has primary responsibility for mental health interventions and psychotropic medication monitoring. Additionally, OCS is receiving ongoing Technical Assistance from the National Resource Center for Children's Mental Health for assistance in advancement of quality mental health services to children and families in the child welfare system including mental health services for youth. As noted above, the Home Development Section also plays an important role in assuring that families are able to meet the needs of the children we serve. At the State level, the Home Development section uses data to observe trends regarding foster care entries and provides guidance to regional recruiters regarding areas where targeted recruiting is needed for special needs children.

OCS maintains ongoing communication with DHH. DHH is able to track all medical services funded through Medicaid, and is currently able to provide OCS with individual child level reports showing all physician visits, medications prescribed (including psychotropic), and other medical services accessed. A Memorandum of Understanding has been developed and is awaiting signatures that will allow shared aggregate data on medical services provided to children in foster care by DHH. The development of an electronic case record in Louisiana is underway.

**Continuity of Health Care Services**

In 2007 the Louisiana Legislature directed the state to develop and pilot medical homes to increase access, improve quality and provide sustainability for Medicaid and uninsured populations. The Louisiana Medical Home concept builds on existing Community Care programming and features local networks of integrated systems of care targeted toward Medicaid and Louisiana CHIP recipients, and covers all conditions. The June 2009 report published by the National Academy for State Health Policy identifies several core principles of Medical Homes:

- Having a personal physician or provider who provides first contact care or a point of entry for new problems,
- Ongoing care over time,
- Comprehensiveness of care, and
- Coordination of care across a person's conditions, providers or settings.

Louisiana conceptualizes the design of medical homes as being patient-centered and responsive to the locale of individuals accessing care and the available resources; therefore, it does not require that it be physician-directed or require a particular degree or license, but it does require that functions and outcomes are delivered in a measurable manner by licensed providers.

While the Medical Home model described above offers some benefits in assuring continuity of care, the OCS Health Care Plan does not include establishment of a medical home for every child in foster care for several reasons:

- Due to the emergent medical care needs of children in foster care and the scarcity of Medicaid providers, it is not practical to tie a child to a medical home
- A medical home for the child would require referrals to specialists; currently appointments can be made with specialists without the delay involved in a referral
- Not enough providers are available to provide a medical home for every child

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- Federal law prohibits a child in foster care from being connected to a community care provider

OCS' plan for assuring continuity of care is to make every reasonable effort to place each child in close enough proximity to the child's home that a change in medical provider would not be necessary, and to make every reasonable effort to assure that foster care placements are stable and to avoid placement disruptions that would cause the child to be located outside the service area of the medical provider.

If a child must change physicians, dentists, mental health, substance abuse providers or other providers because of placement upon entry into foster care or a change in foster care placement, despite agency efforts to prevent such occurrences, the foster care worker makes arrangements for the child to continue treatment with another provider and provides medical and/or mental health history to the new provider.

When the child returns home and/or the young adult ages out of foster care, the worker provides medical records to the parent or young adult along with contact information for current providers.

**Active Consultation and Involvement with Physicians and/or Other Appropriate Professionals in Assessing the Health and Well Being of Children in Foster Care**

OCS will continue to involve and collaborate with physicians and other medical professionals at the local level to assure that the medical, dental, medication, and mental health needs of each child in foster care are met in a timely and appropriate manner.

At the State level, OCS will continue to collaborate with and involve medical professionals employed by and under contract with DHH to maintain awareness of best practice standards and available services. The committee convened to develop the Health Care Services Plan and has committed to ongoing meetings at least semi-annually.

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**FOSTERING CONNECTIONS TO SUCCESS AND INCREASING ADOPTIONS**

Since H.R. 6893 or P.L. 110-351 became effective October 7, 2008 through amendment to parts B and E of Title IV of the Social Security Act the State has been working diligently to fulfill the requirements of the Act.

The State offers the following report on compliance with P. L. 110-351:

- 1) Reasonable Efforts to Place Siblings Together
  - a. Policy requiring that siblings be placed together has been strengthened.
  - b. Staff has been trained on the importance of sibling co-placement through two video conferences and four live training sessions co-sponsored by CASA and CIP. The training was recorded and is available on the Court Improvement Program website for agency staff and stakeholders who were not able to attend the live training.
- 2) Full-time School Attendance
  - a. Policy has been developed and implemented.
  - b. Staff has been trained on the requirement of full-time school attendance through two video conferences and four live training sessions co-sponsored by CASA and CIP. The training was recorded and is available on the Court Improvement Program website for agency staff and stakeholders who were not able to attend the live training.
- 3) Educational Stability
  - a. Delayed implementation (until 6/30/10) approved by ACF
  - b. Legislation was passed during the 2009 Louisiana Legislative session; policy was developed and implemented in April 2010
  - c. Staff has been trained on the importance educational stability through two video conferences and four live training sessions co-sponsored by CASA and CIP. The training was recorded and is available on the Court Improvement Program website for agency staff and stakeholders who were not able to attend the live training.
  - d. The Recruitment supervisor has discussed with regional recruiters the importance of developing foster/adoptive parent resources within areas where large numbers of children enter foster care; data and GPS technology are being used to further this effort
- 4) Healthcare Oversight Plan
  - a. The Health Care Oversight Plan has been developed in collaboration with Department of Health and Hospitals and Office of Juvenile Justice and finalized
  - b. A Memorandum of Understanding has been developed to formalize the agreements in the Health Care Oversight Plan
  - c. Ongoing collaboration to monitor plan has been planned
- 5) Notification of Relatives within 30 days of Foster Care Entry
  - a. Policy has been developed and implemented to require notification to relatives
  - b. Staff has been trained on the requirement to notify relatives when a child enters foster care through two video conferences and four live training sessions co-sponsored by CASA and CIP. The training was recorded and is available on the Court Improvement Program website for agency staff and stakeholders who were not able to attend the live training.
  - c. A contract has been established with CLEAR to assist in locating relatives

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- d. Policy on CLEAR usage is being developed and will be implemented by July 1, 2010; staff training regarding using CLEAR will occur when policy is finalized
- 6) Transition Plan for Youth
  - a. The Youth Transition Plan and Youth Transition Plan Review forms have been developed; policy has been developed and implemented requiring completion of the Youth Transition Plan and Review
  - b. Staff education has occurred as detailed in the Chafee Foster Care Independence Program section of this Report
- 7) Tribal Negotiations
  - a. Agency continues to be available for support and assistance as needed
  - b. A representative of the Tunica Biloxi tribe attended and OCS/CASA training session on implementation of the Fostering Connections to Success and Increasing Adoptions Act
  - c. Foster Care, Adoption, Chafee, IV-E and Planning staff met with the social service directors of the four Federally Recognized Tribes in Louisiana in May 2010 to discuss consultation and assistance to Tribes who are interested in developing their own IV-E and Chafee programs
- 8) Notification to Adoptive Parents of Tax Credit
  - a. A notification flyer has been developed and sent to all current adoptive parents and is provided to new adoptive parents
  - b. The notification flyer is posted on the DSS website to increase public awareness
- 9) Kinship Guardianship Assistance (optional)
  - a. Rulemaking has been accomplished
  - b. Policy has been developed and implemented
  - c. Program implementation was effective April 1, 2010
  - d. Technological support has been provided and TIPS codes have been assigned for data tracking
  - e. Legal consultation is ongoing; the Louisiana Law Institute has established a Guardianship Committee, and the Foster Care Section Administrator serves on the committee

**Collaboration:** OCS has entered into an agreement with the Louisiana Department of Education for collaboration to improve educational outcomes for children in foster care. However, the effectiveness of this agreement is questionable because each school district in Louisiana functions independently, and the statewide Department of Education has little control over collaborative efforts at the local level. A joint committee of OCS and Education staff at the State level was established with semi-annual meetings to discuss options for improvement and support of departmental efforts in serving children in foster care.

State Foster Care staff provide agency representation on the SICCC-Louisiana State Interagency Coordinating Council and the Special Education Advisory Council, LA State Board of Elementary and Secondary Education in developing statewide initiatives to address developmental and educational needs of children in Louisiana.

As outlined herein the agency has been and will continue coordinated work efforts internally as an agency and as a department as well as externally with other state and federal government agencies and private agencies to provide comprehensive assessment, need-based services and support to clients across agency programs and to staff in development of skills to fulfill those case management requirements.

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**MONTHLY CASEWORKER VISITS**

OCS has taken the following action steps to ensure that by October 1, 2011, 90% of the children in the custody of the state will be visited each and every month by their caseworker and the majority of the visits take place in the home of the child.

- To overcome the barrier of lack of available vehicles to support caseworker visits, the additional IV-B, Subpart 2 funds received by OCS to support caseworker visits were used to offset the costs of 98 new vehicles in 2007 and 44 additional vehicles (14 purchased and 30 leased on three year contracts) in 2008, and mileage reimbursement (at normal reimbursement rates) for caseworker personal vehicle use to visit children in foster care. During 2009, a portion of the additional IV-B, Subpart 2 funds were used for travel and associated costs to support caseworker visits.
- Policy was changed to require that caseworker visits occur each and every month in the home of the child.
- Policy was updated to allow a supervisor to temporarily assign another worker to a case when the normal worker was out of the office for an extended period by documenting the Case Record Activity Log of the reassignment.
- Staff turnover/retention issues were addressed through workgroup activities, enhancements to pay, and additional training; turnover causes continue to be studied. In 2008 a web-based anonymous employee satisfaction survey was administered to all staff.
- A child welfare training consortium with seven Louisiana universities offering social work degrees was developed based on the Kentucky model through collaboration with the University of Kentucky and other partners.
- Explored ways to overcome technology barriers in collecting data for the caseworker visit reporting requirements.
- Stressed the importance of worker visits in new worker orientation, at Regional Administrator Meetings, and during the statewide rollout of Focus on Four (risk and safety assessments, assessment of family functioning, and case planning).
- OJJ has provided staff training on the requirement for monthly visits.
- As a first step toward modernization, encrypted laptop computers have been provided for field staff.
- The Family Assessment Tracking System (FATS) is being modified so that dates, locations and purposes of worker visits can be recorded electronically and tracked.

The agency continues to explore workload/caseload issues. A workgroup was developed to study work processes in the foster care program to streamline work requirements, eliminate unnecessary and duplicative tasks. The current administration is focused on streamlining and modernization efforts including moving toward a paperless workplace facilitated by document imaging and electronic records.

A portion of the additional IV-B Subpart 2 funding to support caseworker visits was used for Modernization efforts that resulted in laptops being provided to field staff during 2009. At the time of the laptop rollout, funds were not available to provide air cards. Air cards have now been purchased and are being distributed to first line workers in the field. The expectation is that giving workers the technological resources to document activities while they are in the field will result in more accurate documentation and more effective use of time (for instance, by using time waiting for a case related court hearing or medical appointment to document case activities). A

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further expectation is that staff retention will improve as a result of providing enhanced resources.

At the time the 2010-2014 Child and Family Services Plan was developed, OCS expected that the electronic Family Assessment and Tracking System (FATS) would be enhanced so that workers would be able to enter caseworker visit information into FATS beginning October 1, 2009 and that OCS would be able to generate visitation report data from FATS. Consequently, OCS expected to have the capability to generate federally required 2010 caseworker visitation review data without relying on the Children's Bureau Data Shop. Technical delays and fiscal issues resulted in workers not being able to enter complete caseworker visit information into the FATS system until July 2010. The FATS system will be capable of generating a caseworker visit by the end of FFY 2010, but the report will cover only the fourth quarter. Therefore, it will be necessary for OCS to rely on the Children's Bureau to provide a sample for FFY 2010 as in past years.

For FFY 2011, OCS will be capable of automatically generating a report from FATS for the entire Federal Fiscal Year to determine the percentage of children who were visited by their worker each and every month, and the percentage of those children who were visited in their residence. OCS will consult with ACF Region VI and the Children's Bureau Data Shop to assess the relative advantage of continuing with the same methodology used for the first four years of the reporting period or of moving to the FATS caseworker visit data. If caseworker visitation data collection is reauthorized for 2012, the second round of reporting will be done using the FATS system.

**STATISTICAL AND SUPPORTING INFORMATION**

**Monthly Caseworker Visit Data**

As indicated in the addendum to Louisiana's 2007 Annual Progress and Services Report submitted on November 15, 2007, caseworker visit baseline data was obtained by reviewing a random sample of cases which included youth on runaway status. The sample was generated from Louisiana's AFCARS data (the 2007 A exits sample, the 2007 B exits sample, and the September 30, 2007 sample). John Gaudiosi, DBA and Mathematical Statistician with the Children's Bureau Data Team, selected the sample from the entire universe of OCS foster care cases and Office of Juvenile Justice (OJJ) custody cases, and forwarded the sample to Louisiana. Louisiana developed a spreadsheet that captured the same data elements captured by the Children's Bureau.

OCS and OJJ staff conducted case record reviews to obtain the required baseline data using a review instrument developed specifically for this purpose. The number of children visited by the caseworker assigned to the case each and every full calendar month that each child was in care was calculated. Of the children who were visited each and every full month that they were in care, the percentage of visits that occurred in the child's residence was calculated.

For purposes of that calculation, Louisiana defined "a full calendar month" as the child being in foster care on the first day and on the last day of the month (e.g. "if a child came into care of May 1 and left foster care on May 31, they were in foster care the first day of the month and they were in foster care the last day of the month and are therefore considered to be in foster care the full calendar month.")

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During teleconference on May 6, 2009 regarding caseworker visits, Children's Bureau Region VI staff defined "a full calendar month" as the child being in foster care on the last day of the preceding month and on the first day of the following month. This definition was not consistent with earlier definitions provided by the Children's Bureau or with the manner in which Louisiana had previously defined the concept.

Subsequently, Louisiana requested clarification of this key definition. On May 19, 2009 Children's Bureau Region VI staff approved Louisiana's continued use of the definition that had been in place for the State's first two Federal Visitation Reviews "because this definition was not clarified in earlier guidance, the Children's Bureau Regional Office is not requiring States to change the methodology used if it is inconsistent with later guidance".

Each sampled case was reviewed for the entire FFY 2007 or from the time the child entered care until September 30, 2007. Each sampled case from the two exit files was reviewed from the month the child exited back to October 1, 2006 or when the child entered care if later than October 1. Each sampled case from the in-care on September 30, 2007 sample was reviewed back to October 1 or the date the child entered care if later than October 1. The only cases that were excluded from the sample were those that could not be located. Mr. Gaudiosi provided a 10% over sample so that cases that were not reviewed could be replaced.

The baseline was derived from a random sample drawn from 100% of the population. The randomization was for the entire state rather than by region; therefore, the number of cases for each region did not proportionately represent the regions' actual proportion of the State Foster Care/Office of Juvenile Justice population. Regional data includes all children in the regional sample, regardless of whether the case review was completed by that region or the region to which the case record had been transferred. The review period was 10/1/06 through 9/30/07. During SFY 2007 the average end-of-month total number of children in foster care was 5,085, and the aggregate number of children in foster care was 8,547. The representative sample consisted of 357 children who had been served in foster care for at least one full calendar month during the FFY.

For "Measure 1" in the chart below, cases were considered in compliance only if the child was visited each and every month. The percentage of children visited every month was determined by dividing the total number of children reviewed (B) by the by the number of children who were visited every month (A). Of the 357 children whose cases were reviewed, 195 (55%) were visited each and every month.

"Measure 2" was calculated only for children who were visited each and every full month in care during the review period. The compliance rate was determined by dividing the number of children visited every month (A) minus the visits that occurred in the child's residence equals the total visits in residence (C) divided by the total visit months (D).

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	Measure 1-Visit Once Per Month			For Children Contacted Every Month (A)		
	(A) Children Contacted Every Month	(B) Total Children Reviewed	% Compliance	(C) Visits in Residence	(D) Visit Months	% Compliance
<b>State Wide</b>	195	357	55%	1018	1247	82%
<b>Orleans Dist</b>	4	13	31%	18	24	75%
<b>BR</b>	8	30	27%	15	18	83%
<b>Cov</b>	35	59	59%	194	231	84%
<b>Thib</b>	14	23	61%	44	71	62%
<b>Laf</b>	43	58	74%	238	266	89%
<b>LC</b>	15	32	47%	69	87	79%
<b>Alex</b>	32	51	63%	179	209	86%
<b>Shrev</b>	22	35	63%	120	150	82%
<b>Mon</b>	15	27	56%	95	132	72%
<b>Jeff Dist</b>	8	29	28%	57	71	80%

Using the baseline data, incremental goals were established to achieve the ultimate goal of 90 percent of children in foster care being visited by their caseworkers monthly with a majority of the visits occurring in the residence of the child by October 1, 2011. Although OCS anticipates that interventions to improve caseworker visits will result in more rapid improvement, our conservative incremental goals are as follows:

Caseworker Visit Annual Goals		
FFY	% of children visited monthly by caseworker	% of children visited monthly whose visits were in child's residence monthly
2007	55	82
2008	64	83
2009	73	84
2010	82	85
2011	90	85

Of those children who were visited each and every month, a majority were visited in their homes during 2007. Therefore, expectations for improving the percentage of children who are visited each and every month being visited in their homes are more conservative than for the improvement in the percentage of children being visited each and every month. While OCS intends to make every effort to assure that visits take place in the child's residence whenever possible, the initial focus will be on assuring that caseworkers have monthly face-to-face visits with children in the custody of the state while assuring that a majority of those visits occur in the child's place of residence.

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Using the same methodology, samples were selected, and data was gathered for FFY 2008 and FFY 2009.

The table below tracks annual progress toward 90% of children in foster care being visited by their worker each and every month with the majority of the visits taking place in the child’s residence as compared with interim goals. In FFY 2008, the goal of 64% of children being visited every month was missed by three percentage points. Notable improvement occurred in FFY 2009. The goal of 73% of children being visited each and every month was exceeded by seven percentage points to 80% with 98% of those 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
2007	55%	55%	82%	82%
2008	64%	61%	83%	87%
2009	73%	80%	84%	98%
2010	82%		85%	
2011	90%		85%	

Enhancement of the Louisiana FATS system to provide workers with the ability to document visits into a data base and OCS to generate reports of caseworker visits from the FATS system is progressing. However, for FFY 2010 only data for the fourth quarter will be available. Therefore, Louisiana will continue to use AFCARS data as noted above to track data during FFY 2010 to assure compliance with 90% of children being visited at least one time per month and the majority of the visits being in the home. After AFCARS A and B exits samples and the September 30 sample have been submitted to the Children’s Bureau, the Children’s Bureau Data Shop will provide Louisiana with a sample which will be reviewed in the same manner as the initial sample which provided baseline data. **The result of this sampling methodology is that Louisiana cannot produce a report to ACF on the annual results of the caseworker visit review until late January or early February of each year because of the time involved in getting the AFCARS sample.**

For FFY 2011, OCS will have the capability to generate data from FATS. OCS will consult with ACF Region VI and the Children’s Bureau Data Shop to determine whether it would be better to continue with current methodology or use FATS data for the final year of this reporting cycle. If collection of caseworker visitation data is reauthorized beyond 2011, Louisiana will use FATS data for the next reporting cycle.

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**Juvenile Justice Transfers**

Transfers of Custody from State Child Protection System to State Department of Corrections (DOC), Office of Juvenile Justice (OJJ)

DSS/OCS data shows the following children who were in the care (custody) of OCS and were transferred to the supervision (custody) of the state juvenile justice system (DOC). Context information about the source of this information and how the reporting population is defined is provided below.

**Regional Analysis of Children Transferred from OCS to DOC:**

Number of Children Custody Transferred						
Region of Child's Domicile	FFY 2007-2008	FFY 2008-2009	FFY 2009-2010	FFY 2010-2011	FFY 2011-2012	FFY 2012-2013
No Court Identified	0	2				
Orleans (1) (effective 9/05)	1	3				
Baton Rouge (2)	3	3				
Covington (3)	1	3				
Thibodaux (4)	0	0				
Lafayette (5)	3	1				
Lake Charles (6)	2	1				
Alexandria (7)	0	0				
Shreveport (8)	4	1				
Monroe (9)	0	0				
Jefferson (10) (effective 9/05)	2	5				
<b>TOTAL</b>	16	19				

*The statistics reflect OCS database information on children who changed custody by region and by 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 DOC. DOC has responsibility for children adjudicated to the OJD, the State's juvenile justice system. The information presented in the chart above was obtained through a Web-focus Report.*

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**STATEWIDE RECRUITMENT/RETENTION PROGRESS AND SERVICES REPORT**

OCS has made significant progress regarding recruitment and retention in the past year. Recruiters have experienced positive results from outcome-based recruitment and retention strategies, and have gained respect for the functionality, precision, and accessibility of targeted recruitment methods. Recruitment activities function as a part of the Home Development program and serve as liaisons to connect OCS to the community at large and create a more user friendly environment for current foster and adoptive parents.

The primary recruitment function is to provide family resources to children in the custody of OCS. Recruitment staff works in conjunction with the Foster Care and Adoption program staff to accomplish this goal. Recruitment is designed effectively communicate the need for available family and community resources to maximize placement options in the home community of children who enter foster care. Recruiters engage in general , targeted and child specific recruitment.

**General Recruitment**

In general recruitment, the recruitment team accesses community resources to penetrate each community with the message that OCS is pursuing partnerships. Each recruiter submits a list of monthly contacts made and plans to partner with businesses, churches, universities, school systems, and other local social service agencies to engage the community in meeting its responsibility to care its children. An ongoing message of team responsibility for children in communities is prominent throughout the year. Each recruiter shares fliers that included a unified message requesting the help of the whole community to achieve favorable outcomes for children in need of temporary and permanent homes, as well as connections and visiting resources for teens.

Each recruiter sends regional-specific newsletters and invitations to upcoming orientation sessions to faith-based organizations, local resource partners, schools, and recreational centers on a quarterly basis. The newsletters include region-specific data on the number of children in foster care, the number of children freed for adoption, the number of families certified in each parish or town, and the need for more members from the community to take responsibility for the care of its own children.

**Targeted Recruitment**

Targeted recruitment has become more prominent in the past year, as OCS focused on reducing the number of children in congregate care. Recruiters have begun exploring their region's current certified foster family resources to encourage interest in providing placements for adolescents. The recruiters continue to incorporate specialized groups of foster/adoptive parents in order to streamline plans that will ultimately result in additional families that are willing to work with children with special needs, and teenagers. The recruiters have been attending residential staffings more frequently in the past year in order to identify targeted approaches that will be helpful in recruitment efforts to promote an increase of families that are willing to provide a less restrictive placement for children and youth in residential placements. Recruiters have saturated the health care community with information to solicit families with expertise in caring for children with special medical needs. Ultimately, the targeted approach to locating a family that completes the certification process is based on the agency's goal to match children that share similar racial, ethnic, and cultural experiences of the families in pursuit of certification.

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**Child Specific Recruitment**

In child specific recruitment, great strides have taken place as recruiters have become a verbal, visible entity within each region in regards to serving as the lead for specific children that are freed for adoption without an identified placement, and children/teens that need a connection or visiting resource to minimize the number of teens aging out of care without a circle of support. Children were featured in newspaper articles, on television including morning news shows, and public service announcements on cable access channels within the regions. These include “Home of My Own” in New Orleans, channel 13 cable access channel, and the “Tex Angel” show in Shreveport. Individual fliers were created by the recruiters that reflected each child’s unique personality, preferences in food and activities, as well as a display of their challenging behavior presented from a strengths perspective so that viewers are reminded that children are separate from their behaviors. Fliers were shared with the Home Development unit at monthly meetings, and at quarterly mini-exchanges where both the Home Development unit and the Adoption unit come together to exchange information about available homes and available children for placement purposes. Recruiters also engaged in mini-exchanges during monthly meetings at state office after exhausting available resources in their own regions for placement.

**Data Utilization**

Recruitment efforts are targeted toward assuring that homes are available that match the racial and ethnic characteristics of the children in need of placements. Currently, White children make up 49% of the foster care population, and Black children make up 47%. The remaining 4% are in other groups. Of foster/adoptive families, 53% are White, 45% are Black, and 2% are “other.” Louisiana’s children in care total population is 4632, and the number of certified foster/adoptive families is 2196, a more than 2 to 1 ratio. However, the tailoring of recruitment efforts to meet regional needs while applying universal practices with quantifiable outcomes is the agency’s driving force, as more than 500 adoptions were completed in the 2008-2009 fiscal year.

Finally, recruiters have incorporated the use of certified foster/adoptive parents as members of DSS’s Recruitment Team. A past underutilized resource of the agency, foster parents have enthusiastically joined to promote our agency’s need for more foster/adoptive parents. Outcomes are measured via a tracking system that is maintained by each recruiter and region’s Home Development unit. Each recruiter and Home Development supervisor maintains a tracking log that follows each family through the certification process.

The recruiters’ sign-in sheets for orientations include a referral source section. The internet/DSS website and current foster/adoptive parents are noted as first and second most frequent referral sources. Recruiters have taken foster and adoptive parents with them to orientations, community events, and television shows to share a positive message about fostering and adopting children from foster care. Foster and adoptive parents have been instrumental in involving recruiters in their local churches, workplaces, and organizations. Several newspaper and magazine articles were dispersed throughout communities that featured foster and adoptive families from each region. This activity consistently plays a pivotal role in the increase of intake calls from families interested in obtaining information about becoming certified as foster/adoptive families.

In 2009, recruiters were assigned to follow up on referrals from the AdoptUsKids website and recruitment tool. From this activity, recruiters are able to complete phone orientations, and invite families to upcoming pre-service training classes offered in each region. Each year, churches, Kiwanis, CASA and many others help sponsor Christmas parties, gift give-a-ways, Adoption Match parties, Foster Parent Appreciation banquets, Easter parties, and many other

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functions on behalf of our foster/adoptive children and foster/adoptive parents. The magnitude of support and donations has grown throughout the State such that recruiters spend most of November and December working with community partners to organize these efforts in their communities.

**Recruitment/Retention Goals for 2010-2014:**

**Goal 1:** Increase the number of new certified homes regionally by 10% over the next five years through data-driven, customized recruitment to meet regional needs and increased regional appearances/contacts.

**Measurement:** Number of Newly Certified Foster Homes

Newly Certified Foster Homes by Region							
Region	Baseline: FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Greater New Orleans	125	108 -13%					
Baton Rouge	28	47 +67%					
Covington	104	144 +38%					
Thibodaux	61	65 +6%					
Lafayette	99	114 +15%					
Alexandria	70	46 -34%					
Lake Charles	34	50 +47%					
Shreveport	92	56 -39%					
Monroe	53	44 -17%					
<b>Total Statewide</b>	<b>666</b>	<b>674 +1.25%</b>					

As demonstrated in the table above, the percentage of newly certified homes varied greatly by region; the greatest decrease in new certifications was 39% and the greatest increase was 67%. The varying results by region may be due, at least in part, to vacant Recruiter positions that existed for several months in some regions. Statewide, OCS fell slightly below the annualized goal of 2% increase per year to reach the 10% increase targeted for 2014.

**Goal 2:** Increase number of intake calls and orientation attendance by 10% over the next five years through increased use of foster parents and community partners in recruitment activities.

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**Measurement:** Number of intake calls and number of participants in orientation.

Intake Calls and Orientation Sessions							
Region	Baseline: FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Intake Calls	2642	2711 2.6%					
Orientation Participation	1157	1475 27.5%					

The increases in intake calls and orientation participation are somewhat paradoxical. One would expect a parallel increase in the two activities, but the increase in orientation participation exceeded the increase in intake calls by a wide margin. OCS has no definitive explanation for this result, but perhaps Recruiters have improved their ability to communicate placement needs more effectively during the intake calls.

**Goal 3:** Revise child specific recruitment policy to define communication expectations, follow-up procedures and improved reporting mechanisms.

**Measurement:** Policy Revisions

**Update:** The need for Child Specific policy revisions were brought to the attention of regional recruiters at monthly recruitment meetings. Together, the group came up with suggestions as it relates to the revision of that policy. However, complete revisions remain in progress.

**Goal 4:** Achieve placement options for 25% of children referred for recruitment annually.

**Measurement:** Percentage of referred children with placement options achieved. Baseline data will be established in FFY 2009.

Recruitment Referrals			
Year	# Children Referred	*Number of children with Placements Options Achieved	**Number of children with ongoing recruitment
FY 2009 (Baseline)	259	144 (55%)	115 (45%)
FY 2010			
FY 2011			
FY 2012			
FY 2013			

\*Placement Options refers to foster home placements, adoptive home placements, visiting resources, and connections.

\*\*Ongoing recruitment refers to children needing continued recruitment without current appropriate placement options.

The involvement of recruiters in child specific placement activities has exceeded expectations as noted in the table above, with placements having been identified for 55% of referred children, as opposed to the annual goal of 25%.

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**Residential Treatment Services**

A Louisiana Residential Review Commission was formed in 2008 which produced “A Blueprint for Transformation and Change in Louisiana’s Residential Programs”. The purpose of the document was to assess the placement needs of children and youth in residential care and identify those who would be better served in less restrictive placements. After completion of the initial review, OCS has continued to work with the Casey Foundation and others to examine best practices in residential placement including treatment plans and modalities with a goal of having residential providers use evidence-based short-term interventions with demonstrated positive outcomes. Licensing regulations are being revised to include these requirements along with quality improvement programs in residential settings.

**Planned Activities**

- The Agency continues in planning activities in development of a Level of Care System for placement services.
- Define and identify the population of children in residential care relative to placement types, program models, needs, and location distribution
- Develop a level of care system for agency contracted residential providers
- Establish a performance based residential system which can be monitored with an outcome based instrument

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

All children and youth (approximately 700) in residential facilities and specialized family placements were assessed utilizing the Cuyahoga Child Assessment instrument, selected for its validity and reliability in determining placement needs.

Information from the Cuyahoga Assessments was entered into a database to produce a report pertaining to the children in the population assessed including levels of care from 1 through 6, age, gender, diagnosis, and facility name.

Informational meetings have been held with current and prospective residential treatment providers to explain the new licensing standards. A Request for Proposals for residential care has been developed with input from private providers and DSS staff.

**Activities Planned for the FFY 2010-2011:**

DSS will solicit proposals for the development of one or more placement and treatment continuums of care with a goal of one continuum in each region. The continuum will be a dynamic process focusing on the achievement of successful permanency for children and youth into family settings.

Performance based contracting and placements will continue to be assessed for inclusion in the Request for Proposals as benchmarks for provider contracts.

Implement continuum of care through solicitation for foster care, residential and independent living placement services.

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Develop and adopt a child assessment instrument for field and administrative use in determining level of care and appropriateness of placement.

Schedule a provider fair prior to release of the RFP for purposes of information sharing regarding outcome based program designs. Providers will be required to implement an evidenced-informed model. The designated model should focus on timely provision of services to families and children and, when out-of-home placement is necessary, stepping children down in the restrictiveness of placement.

Develop and implement a system for tracking permanency outcomes and program effectiveness in residential and specialized family care placements.

**Interstate Compact on the Placement of Children (ICPC)**

The ICPC section collaborates with other states regarding the placement and adoption of children to a state other than the one of jurisdiction, and tracks requests for home studies and supervision services. Although the federal requirement is to provide data on Louisiana’s response time to ICPC requests, we have also begun monitoring the response time of other states to Louisiana’s requests for home studies.

When averaged over the two years covered in this report, the number of requests made (460) and requests received (465) is remarkable similar. However, the average response time over the course of the two years is slightly shorter for home studies completed within 30 days or less, but slightly longer for home studies completed in 31 to 60 days when Louisiana is the requesting state.

**Activities Planned:** Monitor response time on home study requests made and received by Louisiana, and when delay requests are made, monitor the number and reason.

<b>Home Study Requests Made by Louisiana</b>			
FFY	Total Number of Requests Made	# and % of Requests Completed in 30 Days or Less	# and % of Requests Completed in 31-60 Days
<b>Baseline:</b>			
10/1/07 – 9/30/08	434	59 (14%)	110 (25%)
10/1/08 – 9/30/09	487	69 (14 %)	112 (23 %)
10/1/08 – 9/30/09			
10/1/09– 9/30/10			
10/1/10 – 9/30/11			
9/30/11 – 4/30/12			

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<b>Home Study Requests Received by Louisiana</b>			
FFY	Total Number of Requests Received	# and % of Requests Completed in 30 Days or Less	# and % of Requests Completed in 31-60 Days
<b>Baseline:</b>			
10/1/07 – 9/30/08	495	58 (12%)	144 (29%)
10/1/08 – 9/30/09	435	53 (12%)	117 (27%)
10/1/09– 9/30/10			
10/1/10 – 9/30/11			
9/30/11 – 4/30/12			

Train staff on ICPC rules including timeliness of home study completion.

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

In 2009 ICPC staff provided statewide training to field staff on the ICPC law, regulations, agency policy and procedures. A part of the training dealt with explaining the timelines for interstate home study completions in accordance with the Safe and Timely Interstate Placement of Foster Children Act of 2006.

Formal requests have not been made for delays in completion of home studies, either by or for Louisiana.

**Activities Planned for the FFY 2010-2011:**

The majority of home studies are not completed within 30 or 60 days as required by the Safe and Timely Interstate Placement of Foster Children Act of 2006. Additional staff training is being considered, specifically in geographic areas with the longest timeframes for completing ICPC home studies.

Although reporting of timely home study completion is no longer required, OCS plans to continue to monitor completion time frames because of the importance of home study completion to appropriate placements and timely adoptions.

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**ADOPTIONS**

**Service Description:**

The goal of the OCS Adoption Program is to provide permanency for children through adoption. Foster Care 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 of safety, permanency and well being are best achieved through adoption. Pre-adoptive services provided by the foster care 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.

Post-adoption services in Louisiana are offered principally through the Adoption Subsidy and Medical Assistance Program (Medicaid) which are federally and state funded. Adoption Subsidy services are provided to eligible families until the child's 18<sup>th</sup> birthday and the Medicaid portion is extended to age 19. 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 that drive the need for interstate collaboration in interstate adoptions. All families who adopt may apply for an adoption subsidy irrespective of type of adoption; however many private and private 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 Adoption Subsidy assistance.

Other post-adoption services are provided within budgetary constraints to any adopted child and his or her adoptive family including those families who have adopted internationally. The agency's regionally based Family Resource Centers also provide supportive post adoptive services to all Louisiana adoptive families, and parish based child welfare offices offer family services on a voluntary basis to adoptive families seeking assistance post adoption finalization.

**Change:** OCS is able to measure the number of post-adoptive families served by Adoption Subsidy and Medical assistance, but has no mechanism in place to measure the use of affective services by adoptive families. The organization's current data system does not differentiate between biological and adoptive families being served by the Family Services program, and this is unlikely to change because of the confidentiality of adoptive status. Therefore, an effort to assure that adoptive families are aware of services available to them through the Regional Family Resource Centers will be made followed by tracking the use of the Centers by adoptive families who self-report their adoptive status. Outcome Goal 5, Objective 5.6 has been added to address this issue.

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In addition to foster care adoptions and adoption assistance functions, the OCS Adoption Program is responsible for managing the Louisiana Voluntary Registry, responding to adult adoptee requests for non-identifying medical and genetic information, management of the State's adoption file room, and the handling of all Louisiana public and private agency, 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 OCS State Office Adoption Section. Over time, additional responsibilities have accrued to the Voluntary Registry function. In 2008, the legislation was enacted authorizing the release of specific information from the sealed adoption record to adopted persons upon their written request: verification of adoption, name of the court where the adoption was finalized and the name of the placing agency or attorney. The Registry also provides non identifying information reports to persons adopted from adoption agencies no longer in operation who transferred their records to OCS as mandated by Louisiana law. The Registry also provides intermediary services between adoptive parents and biological parents of children adopted through a private adoption agency that ceased operation in 1999 through an agreement made at the time of the closure.

Adoption File Room: Louisiana maintains a centralized adoption file room located in the Department of Social Services headquarters building in Baton Rouge. The Adoption Section is responsible for maintaining and processing of 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 OCS adoption file room. The records are accessed frequently by authorized Adoption Section staff to provide information allowed by law to members of the adoption triad; however, records are only released by court order. No adoption record is ever destroyed.

Adoption Petition Program: A subprogram in the Adoption Section is the Adoption Petition Program. OCS is legislatively mandated to review 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 adoptions and unrelated persons adoptions. OCS investigates 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 agency then submits a confidential report of its findings to the court and assists the family with obtaining the revised birth certificate of adoption. A copy of each Adoption Petition record is maintained in the Adoption File Room.

Population Served: Children placed by OCS as a result of child abuse and/or neglect are typically rendered available for adoption through the legal processes of involuntary termination of parental rights, a voluntary act of surrender of parental rights or parental death. The majority of foster children available for adoption with a goal of adoption and who are in need of an adoptive placement are older, are special needs children, and/or are members of a sibling group who should not be separated.

Of the 4634 (as of April 9, 2010) children currently in foster care, 270 are available for adoption and in need of adoptive placement. Of these children, 187 are photo-listed on the Louisiana Transmittal Date June 30, 2010

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Adoption Resource Exchange and registered as active with AdoptUSkids website at [www.adoptuskids.org/states/la](http://www.adoptuskids.org/states/la). Of the 187 children actively photo-listed, 108 are males and 79 are females; 63 are white and 123 are African American, and 1 is listed as other race; 20 are members of a sibling group who should not be separated; and 130 (approximately 70%) are deemed physically, emotionally or intellectually challenged.

Forty-eight hundred and four (4804) Louisiana children who had been adopted were receiving Adoption Subsidy payments to support placement as of April 2010, including 557 children who were residing in another state and receiving adoption assistance and medical support through ICAMA in the new state of residence.

Members of the adoption triad are served, within legal limitations, by the Louisiana Adoption Registry through information maintained in the adoption file room. During FFY 2008-2009, information related to verification of adoption, court of finalization, and name of placing agency or attorney was provided to 19 adopted persons, and 13 reports of non-identifying information from adoption agencies no longer in operation were completed. Eight hundred fourteen Registry inquiry calls were received, and 448 Registry packets were requested and provided; of those, 139 persons completed the packets and 30 registrants were matched (15 matches).

**Accomplishments and Progress Achieved to Date:** Between FFY 2008 and FFY 2009, the average length of time in foster care decreased by more than two months (approximately 6%), and 82 more adoptions were finalized than the average number per year of the past five fiscal years.

- Adoption Section and Home Development Section staff have worked together to coordinate and support child specific recruitment. Each recruiter serves as the lead on recruitment efforts for children assigned to their caseload that are freed for adoption without an identified placement. Recruiters visit with each child (preferably initially with the child's adoption or foster care worker) to identify the child's placement needs; photos are taken and fliers are created for submission to the DSS website, use at community events, orientations, media events, and in-house home exploration via the Home Development Unit; a Child Specific Recruitment Plan is completed on each child assigned to the recruiter collaboratively by the adoption/foster care worker and the recruiter; the recruiter is involved with potential families that express an interest in a child from their child specific case load; the recruiter serves as a support mechanism throughout the certification process with ongoing contact by phone calls, e-mails, home and office visits; the recruiter attends Administrative Reviews to gain insight into the child's placement needs and to receive feedback from staff, supervisors, therapist, and administrators. As a result of this collaboration, placements were identified for 55% of children assigned to regional recruiters. (See page 49)
- Adoption Section and Home Development Section staff have worked collaboratively to provide pictures and biographical information of children available for adoption featured on the DSS website (<http://www.dss.louisiana.gov>) at the "Adopt a Child" link. Approximately 70 children are featured at a time on a rotating basis.
- During the past FFY, 10 "purchase of service" contracts were established in support of interstate adoptions facilitated through photolistings on the DSS website and AdoptUSKids. These contracts can cover the cost of the home study, supervision of the placement, assessment of need and referral to service resources for the child.

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- Development of LARE/photo listing training for adoption staff and selected foster care staff and adoption subsidy training for adoption staff is ongoing. Adoption Program Managers are currently addressing problems and questions from staff and information is being collected on topics for use in future training curriculum development and/or policy issuance.
- Adoption Competency training was provided by Dr. Gary Mallon. Approximately 33 OCS staff attended the Adoption Certificate Program. The training sessions were held in ten monthly sessions of 1 ½ days each from October 2009 through June 2010.
- An analysis of barriers to adoption finalization within 24 months of a child entering foster care was conducted in conjunction with Foster Care Program staff and the Louisiana Court Improvement Project staff. It resulted in the identification of a backlog of petitions for termination of parental rights waiting to be filed as a major contributing factor. The 2010 CFSR on-site review supported this finding. Additional full and part-time attorneys are being hired to resolve this issue.
- The Annual Governor's Mansion Adoption Celebration was held in November 2009. National Adoption Awareness Month was celebrated by honoring those families who adopted children from Louisiana foster care in Federal Fiscal Year 2008-2009 with an adoption celebration/reception in their honor at the Governor's mansion. Approximately 300 adoptive family members and staff attended this event. The event was filmed and distributed for repeated statewide broadcast on Louisiana's Hometown Network affiliate channels in the State. In conjunction with the annual adoption celebration, press and media releases were distributed along with the Governor's Proclamation of November as Adoption Awareness Month. These activities resulted in increasing public awareness of the need for permanent adoptive homes for Louisiana's children in foster care.
- Development and implementation of a worker recognition program for outstanding contributions made by Adoption Staff towards achieving permanency through adoption for available children is an ongoing project. A barrier to implementation has been identification of criteria for award recipients.
- Voluntary Registry awareness and usage by private child placing adoption agencies statewide was promoted by notifying private adoption agencies of changes that occurred in the Registry law through updating the online brochure and sending the new brochure to private child placing agencies. An annual update of the Registry services was provided to the public library in Baton Rouge which maintains a list of such services. The Registry Program Manager did a presentation on the Registry on September 12, 2009 at an all day workshop on finding family members. Registry brochures have been routinely distributed at professional conferences such as the National Association of Social Workers, relevant meetings with outside providers and recruitment functions.
- Featuring children in community resource publications statewide such as the CASA and/or foster parent newsletter was explored. Jacqueline Wilson, CASA Program Specialist, was contacted to plan the expansion of photo listing of available children into the 18 statewide CASA newsletters. Currently, only the Baton Rouge CASA quarterly newsletter provides information on Louisiana children available for adoption. The foster parent newsletter was funded by Family Resource Centers. Funding to the centers has been reduced resulting in discontinuation of the foster parent newsletter.
- Changes in Federal Regulations resulting from the Fostering Connections to Success and Increasing Adoptions Act along with resultant changes in OCS policy have necessitated revision of the adoption subsidy pamphlets. The pamphlets are currently being revised to reflect current subsidy information.

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- Support for all Louisiana adoptive families, including families who have adopted privately and internationally, is provided through Intensive Home Based Intensive Services (IHBS) which is available through participation in the OCS Family Services Program. Additionally, all regional family resource center services are available to families who have adopted. Parenting education services are probably the most frequently used. Parenting education can be crafted to meet a specific need such as assisting with behavior modification techniques. Adoptive families can receive resource center services through self-referral or referral by OCS through the Family Services program.
- The Adoption Section has worked collaboratively with the Licensing Section to provide information about the adoption process and so that updated regulations for Child Placing Agency licensure would be reflective of the needs of children awaiting adoption and in conformity with state and federal law. Subsequently, the Adoption Section reviewed and edited the resultant product.
- Following the Haiti earthquake in January 2010 the Adoption Section responded to needs and requests generated by the crisis. Assistance was provided to a Louisiana family in the process of adopting a Haitian child when the earthquake struck Haiti. (Please see Inter-Country Adoption Section of this report for details.)

**Activities Planned for Federal Fiscal Year 2010-2011:** The Adoption and Home Development Sections will continue to collaborate to support child specific recruitment and to provide pictures and biographical information for posting on the DSS web site.

- LARE/photo-listing training will be provided to adoption staff and selected foster care staff.
- Adoption Subsidy training will be provided to adoption staff.
- OCS has begun to implement training via Webinar technology, and is considering using this technology for future training.
- Adoption Competency Training will be provided by Dr. Gary Mallon, and consideration is being given to funding the training for private providers who work with children who have been freed for adoption.
- Additional attorneys will be employed to reduce the backlog of petitions for Termination of Parental Rights.
- The Annual Governor's Mansion Adoption Celebration will be held and publicized to increase adoption awareness.
- Criteria for adoption worker recognition will be developed, and at least one adoption worker will be recognized.
- Promotion of Voluntary Registry awareness will continue through private adoption agencies, distribution of brochures, and the DSS web site. If proposed legislation to expand persons eligible to register is enacted, brochures and web site information will be updated to make the public aware of the changes.
- Efforts to feature available children in CASA newsletters statewide will continue.
- Revised Adoption Subsidy pamphlets will be printed and distributed to private adoption agencies. Additionally, posting the Subsidy pamphlet on the DSS web site will be explored.
- Support for all Louisiana Adoptive families, including those who adopted privately and internationally, will continue.

**Anticipated Changes:** Plans are being developed to promulgate through administrative rules licensing regulations for attorneys who confect private adoptions. If this change occurs, it will necessitate revamping the Adoption Petition Unit.

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**Collaboration Progress Achieved to Date:** The Adoption Section continues to collaborate with the (LAAB). The central mission of LAAB is increasing family support and promoting awareness of adoption triad issues. A senior OCS staff member attends monthly LAAB meetings as a single Agency representative and non-voting liaison member and provides updates on Agency activities germane to LAAB and its mission. The LAAB held a one day retreat in March 2010 which was supported by OCS. Multiple layers of collaboration are evidenced in part by the LAAB monthly meetings being held at facilities provided by Catholic Charities of Baton Rouge.

- Louisiana collaborates with other states to provide Medicaid coverage for adopted children who live in another state. Louisiana was one of the first states to join the Interstate Compact on Adoption and Medical Assistance (ICAMA) in 1985 with a Louisiana Program Manager serving as an officer of the Compact. Since that time, Louisiana has continuously collaborated with other compact states to assure that Medicaid is available to adopted children regardless of family moves. The Deputy Compact Administrator is responsible for assuring that continued receipt of medical assistance and for reporting major changes in the child's case (date of certification, death, closure, loss of parental custody and address changes) to the Compact Administrator in the resident state.
- The Adoption Certificate Program is illustrative of the partnerships OCS has developed and sustained. Partners involved in making the certificate program a success are the Louisiana Chapter of National Association of Social Workers which assists in the formalized credentialing process, Hunter College School of Social Work in New York, the National Resource Center for Family-Centered Practice and Permanency Planning, OCS State Office, OCS Baton Rouge Regional Office, and, OCS staff from regions and parishes across the State.

**Collaboration Planned for Federal Fiscal Year 2010-2011:**

- Collaboration with LAAB will continue.
- Collaboration with other states to assure Medicaid for adopted children will continue through ICAMA.
- Collaboration to provide the Adoption Certification Program will continue.

**Anticipated Change:** Collaboration will begin with the Family Services Section, the Regional Family Resource Centers and the Foster/Adoptive Parent Association to increase awareness of adoptive families of the availability of the Regional Family Resource Centers as an available service resource.

**Tribal Coordination and Collaboration Accomplishments:**

- The Adoption Section has continued to collaborate with Federally Recognized Tribes through the Home Development regional recruiters who continue to involve Tribal Social Services Directors in recruitment efforts for children available for adoption in regions where tribes are located.
- An Adoption Program Manager from the central office attended a meeting in May 2010 with other agency staff and federal partners from Region VI with the Social Service Directors of the four Federally Recognized Tribes in Louisiana.

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**Tribal Coordination and Collaboration Planned for Federal Fiscal Year 2010-2011:**

- Collaboration for recruitment efforts with tribes will continue.
- State office Adoption Section staff will participate in quarterly meetings in person or by conference call with tribal social services directors.

**Agency and Court System Capacity to Process Termination of Parental Rights (TPR)**

The table below contains information on the number of TPRs the agency has filed.

Region	Baseline: FFY 2007-2008	FFY 2008-2009	FFY 2009-2010	FFY 2010-2011	FFY 2011-2012	FFY 2012-2013
Orleans (Orleans District effective 9/05)	16	22				
Baton Rouge	23	22				
Thibodaux	14	16				
Lafayette	70	52				
Lake Charles	60	57				
Alexandria	44	31				
Shreveport	20	19				
Monroe	27	20				
Covington*	46	85				
Jefferson (Jefferson District effective 9/05)	60	61				
Statewide	380	385				

\*Covington region is divided into two courts (21<sup>st</sup> and 22<sup>nd</sup> JDC).

**Anticipated Change:** Agency analysis, which was confirmed by CFSR preliminary results in the 2010 On-Site review, indicate a backlog of petitions for termination of parental rights to be filed in some regions, resulting in a delay in timely permanency for children. Therefore, the agency will establish baseline data on the number of petitions awaiting filing by region during FFY 2009-2010 and review and analyze data in subsequent years to determine whether corrective actions undertaken through the Program Improvement Plan are effective.

Finalized Adoptions by Region and Statewide						
Region	Baseline: Adoptions FFY 2007-2008	Adoptions FFY 2008- 2009	Adoptions FFY 2009- 2010	Adoptions FFY 2010- 2011	Adoptions FFY 2011- 2012	Adoptions FFY 2012-2013
Orleans District	18	24				
Baton Rouge	18	28				
Thibodaux	29	57				
Lafayette	118	60				
Lake Charles	40	58				
Alexandria	74	47				
Shreveport	43	68				
Monroe	19	43				
Covington	111	141				
Jefferson District	60	56				

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Statewide Total	530	582				
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NOTE: A significant decrease in finalizations occurred in Lafayette Region attributable to staff turnover. A significant increase in finalizations occurred in Monroe Region attributable to assistance from other regions.

**Change:** In the past, Adoption Finalization Data has been expressed in years. To conform to federal standards and other data reporting formats in this report, Adoption Finalization data is now expressed in months.

Adoption Finalization Data						
Categories	FFY 2007-2008	FFY 2008-2009	FFY 2009-2010	FFY 2010-2011	FFY 2011-2012	FFY 2012-2013
# Children Finalized	597	582				
Average Time to Free (TPR)	21.62	20.80				
Average Time to Sign 427	7.54	5.79				
Average Time to Finalization	6.96	7.07				
Average Length of Time in Care	35.98	33.67				
Average Age of Children Finalized	71.46	67.36				

NOTE: Average time is expressed in months.

**Average Time to Free:** Time period from the date the child entered foster care until the date the child became legally free for adoption.

**Average Time to Sign 427-B:** Time period from the date the child was legally made available for adoption until the date the child entered a formal adoptive placement.

**Average Time to Finalization:** Time period from signing of 427B (adoption placement agreement) to date of adoption finalization.

**Average Length of Time in Care:** Time period between the time the child entered foster care until the time of adoption finalization.

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**ADOPTION INCENTIVE PAYMENTS** *(Adoption section needs to provide data on the number of foster child adoptions, number of special needs children and number of older children who were adopted between October 1, 2008 and September 30, 2009)*

<b>Federal Fiscal Year</b>	<b>Foster Child Adoption</b>	<b>Special Needs</b>	<b>Older Child</b>	<b>Amount Awarded</b>
2008 Baseline	497	253	156	
<b>FFY 2008</b>				<b>\$1,206,559.00</b>
2009 Baseline	587	299	117	
<b>FFY 2009</b>				*
2010 Baseline				
<b>FFY 2010</b>				
2011 Baseline				
<b>FFY 2011</b>				
2012 Baseline				
<b>FFY 2012</b>				
2013 Baseline				
<b>FFY 2013</b>				

\*Adoption Incentive Awards for FFY 2009 have not yet been announced.

As of **June 1, 2010**, adoption incentive award information for FFY 2009 has not been made available by the Administration for Children and Families. Louisiana received an Adoption Incentive Award for FFY 2008 in the amount of \$1,206,559.

**Use of Adoption Incentive Funds (Change):** OCS described a plan to use adoption incentive monies to purchase air time to run AdoptUSKids recruitment public service announcements in prime time in the 2010-2014 CFSP. That plan has changed based on a reprioritization of needs. The primary use of the adoption incentive funds will be to reduce TPR time delays through additional attorneys and expedite home studies through use of external resources. Both of these activities are planned to have impact on permanency and time to permanent placements, among other outcomes. This also complements early initial considerations for the outcomes of the CFSR and the upcoming PIP. Adoption Incentive funds are also being used to support Adoption Subsidies. It is not evident at present that funding will be allocated for public service announcements.

If Louisiana is awarded adoption incentive funds for FFY 2009, the funds will continue to be used as noted above.

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**STATISTICAL AND SUPPORTING INFORMATION**

**Inter Country Adoption Services**

Pre- and Post-Adoption Services

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.

The Louisiana Regional Family Resource Centers provide supportive post adoptive services to all Louisiana adoptive families, and parish based child welfare offices offer family services on a voluntary basis to adoptive families seeking our agency's assistance post adoption finalization.

Although Louisiana did not become a refuge state for any Haitian orphans, extensive preparations were made for that possibility, and a written protocol was developed for handling a possible influx of Haitian children available for adoption. The Adoption Section also collaborated with private adoption agencies on how best to respond to the numerous calls received from Louisiana citizens inquiring about adoption of Haitian children. The process established by the United States Citizenship and Immigration Services and the recommendations of international relief organizations were used as a basis for developing a "talking points" document that was provided to agency workers statewide to assure that uniform responses were provided to inquiries.

The State Office Adoption Section provided assistance to a Louisiana family designated to adopt a nine month old infant placed in the Maison des Enfants de Dieu orphanage in Port Au Prince. Although OCS does not routinely participate in the international adoption process, staff quickly learned the process in efforts to assist the family in completing the steps necessary for successful placement of the infant with his adoptive family, which occurred by the end of January 2010.

Disrupted Inter-country Adoptions:

OCS is currently providing services to one child who was originally adopted from Chiquimaeilia, Guatemala through Plan-It for Kids, PC of Pennsylvania in 2003 by a New Orleans Family. At the time of Hurricane Katrina in 2005, the child was experiencing his second hospitalization at the New Orleans Adolescent Hospital, a psychiatric facility, and evacuated to East Feliciana Parish near Baton Rouge with medical staff and other patients. His hospitalization was due to extreme physical aggression and threats to kill his adoptive mother and sister. Hospital staff reported that his adoptive mother was afraid of him, and did not want him to return home. He was abandoned by his adoptive parents who did not pick him up when he was ready for discharge. He entered foster care in as a result of this abandonment in East Feliciana Parish in September 2005. Despite diligent efforts, OCS staff never located his adoptive parents; therefore, no preventive or supportive services were provided.

The child is now almost 15 years old. After nearly four years of placement in a residential treatment facility, he is now in a stable placement in Louisiana with a two-parent family with two children, a boy and a girl who are younger than him. He has been placed with this family since September 2009 and is doing well. The family plans to adopt him if possible.

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Prior to this placement, the child had severe behavior problems that required daily medication; he also had a history of physical and verbal aggression toward adult authority figures and temper tantrums. He has successfully completed therapeutic counseling, and his behavior problems are considered mild at this time. He is on no medication. He is in the eighth grade in a regular school in the gifted and talented program, and is doing well academically.

The child's permanency goal has been changed from Alternate Permanent Living Arrangement to Adoption, and OCS is actively pursuing termination of the parental rights of his adoptive family.

Louisiana has no new disrupted international adoptions with children entering the custody of either the Office of Community Services or the Office of Juvenile Justice to report for FFY 2008-2009.

**Inter-country Adoption Data**

Federal Fiscal Year	Number of Children With "Out of Country Birth Location"
<b>Baseline:</b> 2007-08	69
2008-09	69
2009-10	
2010-11	
2011-12	
2012-13	
TOTAL	

The data was derived from the TIPS download files for the Adoption Petition Program. All cases reported above were closed in the Adoption Petition Program. Cases are counted in the year in which the adoption petition program case was closed. There may be instances in which an adoption is completed judicially in one year and not recorded as closed in the adoption petition program until the following year. This could contribute to an over-count for some years and an undercount for other years. NOTE: If a family does not seek to have their international adoption recognized in Louisiana by going through the adoptions petition process, they may remain unknown to the agency.

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**CHAFEE FOSTER CARE INDEPENDENCE AND EDUCATION (CFCIP) AND  
EDUCATION AND TRAINING VOUCHERS (ETV) PROGRAM**  
**Application for FFY 2011:**

**PROGRAM DESCRIPTION:**

**Administration:** The Office of Community Services (OCS), the child welfare agency within the Louisiana Department of Social Services (DSS) is the State agency that administers the CFCIP and ETV Programs. These programs operate within the Foster Care Services Division as the Independent Living Program/Youth in Transition Services Section. Celeste Skinner is the Section Administrator; three Child Welfare Specialists (one position currently vacant) and a recently hired part-time Youth Advocate participate in program administration and monitoring of services provided by Chafee Foster Care Independence Program (CFCIP) and Education and Training Voucher (ETV) Program providers. OCS state office staff visit providers quarterly, complete a contract monitoring form to assure compliance with contractual obligations and Chafee and ETV specified conditions during each quarterly visit, and require corrective action plans as necessary.

**Anticipated Changes:** Changes within the Department of Social Services related to streamlining and modernization efforts are expected. During the 2010 Louisiana legislative session, Senate Bill 257 has been introduced to reorganize and rename the Department of Social Services. Upon approval of this legislation, the Department will become the Department of Children and Family Services (DCFS), and services will no longer be administered by the Offices of Family Support and Community Service, but rather through DCSF as a single entity. This change is expected to have minimal impact on the day-to-day operations of the CFCIP and ETV programs. Additional information will be provided to the Administration for Children and Families/Children's Bureau Region VI office as it becomes available.

**Program Design:** The programs are designed according to Positive Youth Development principles to achieve the purposes of the CFCIP and ETV programs.

**Program Delivery:** Service delivery for youth is provided by a State agency worker and by contracted CFCIP and ETV providers. Each youth is served by an OCS or an Office of Juvenile Justice (OJJ) worker who has primary case management responsibility. The agency worker refers youth to the CFCIP provider for life skills training beginning at age 14 and/or to the ETV provider whenever the youth is ready to pursue post secondary education. Youth in CFCIP are served by their state agency worker and by the CFCIP provider up to age 21. Youth who continue their education beyond age 21 are served by the ETV provider until they reach age 23.

**Anticipated Changes:** Current ETV provider contracts will be terminated effective July 1, 2010. After several years of working with the National Resource Center for Youth Services to assess best practice for managing this program, the decision has been made to either centralize ETV within OCS or enter into an interagency agreement with the Louisiana Office of Student Financial Assistance (LOSFA) to provide ETV services. This decision was made to increase efficiency of ETV program operations because the length of time required for contract approval jeopardizes the ability to expend ETV funds within the allocation time frames. Additionally, OCS also expects that using LOSFA will increase the number of youth served and improve data collection.

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The number of CFCIP providers will be reduced to five effective July 1, 2010. The current provider of the Greater New Orleans Region will increase its service area to include the Thibodaux and Baton Rouge Regions. It is anticipated that the New Orleans provider will subcontract services in the Baton Rouge and Thibodaux Regions. The current Lafayette Region Provider will increase its service area to include Lake Charles Region. The Lafayette provider has a location in Lake Charles and will serve both regions without subcontracting services. A new provider (Goodwill Industries) has been selected for the Shreveport Region. Methodist Children's Home, Family Counseling, and Southeastern Louisiana University will continue to serve the Monroe, Alexandria and Covington Regions respectively.

**POPULATION SERVED:**

**Youth in Foster Care:** Those youth who have been identified as likely to remain in care until age 18 include those who are 15 and older who have a permanency goal of Alternate Planned Living Arrangement or Adoption with no identified permanent home, those who have identified emotional/behavior disorders, and those who have histories of multiple placement disruptions.

**Youth No Longer in Foster Care:** Four groups of youth are eligible to continue to receive CFCIP services after they have left foster care:

- (1) Youth who left foster care for adoption or guardianship at age 16 or older are informed by their worker of their continued eligibility for CFCIP services and potential eligibility for ETV services when the youth leaves foster care. TIPS is being used to identify such youth as OCS develops a specialized tracking system for these youth.
- (2) 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.
- (3) Youth who return home at age 16 or older are eligible to continue life skills training, if the youth has been referred prior to exiting care.
- (4) Youth who have aged out of foster care and make a voluntary plan to continue educational pursuits with the assistance of the Young Adult Program and/or the Education and Training Voucher Program.

**Differential Service for Various Ages and States of Achieving Independence:** Fourteen and 15 year olds are provided 10 hours of social skills training, and youth ages 16 to 21 receive at least 32 hours of life skills training through CFCIP providers under the terms of current provider contracts. Youth receive their first Ansell-Casey life skills assessment and participate in the development of their first life skills learning plan at age 14; at age 15, youth participate in the development of their initial Youth Transition Plan. Youth age 18 to 21 may voluntarily elect to participate in the Young Adult Program to continue their educational pursuits. Youth who are participating in post secondary education are provided ETV program services to support their educational endeavors up to age 23.

**Anticipated Changes:** The CFCIP contracts that will go into effect July 1, 2010 will address training requirements in terms of modules to be completed by each age group rather than a set number of hours of training.

**Determining Eligibility for Benefits and Services:** All youth, ages 14-21, are eligible for Chafee Services. The OCS or OJJ case manager refers the youth to the Independent Living contracted provider. The contracts are monitored quarterly with a review of case records and/or observing groups. Any deficiencies are written into a corrective action plan and monitored until the deficiencies are resolved.

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Youth who were adopted or placed in kinship care at age 16 or older are also eligible. The foster care or adoption worker provides the caregiver with the Independent Living Provider information. Any youth in foster care adopted at age 16 or older or in Kinship care after age 16 who is attending post-secondary educational or vocational training may apply for ETV. ETV is based on need and a formula is used to ensure the youth receives the highest benefit possible. OCS staff and Independent Living Providers give the youth information concerning the ETV and this is documented on the Youth Transition Plan.

Income is not an eligibility factor except that in the YAP program, youth are required to participate in the cost of their care as an opportunity to learn to be self-sufficient. Youth who have a continuing source of income or employment are assessed a portion of their net income: 10% for youth with a net income of \$100 to \$249 per month; 20% for youth with a net income of \$250 to \$499 per month, and 30% (to a maximum of \$150.00) for youth with a net income of \$500 or more per month. The assessment is deducted from the youth's board payment.

If youth reside out of state, they may remain eligible for the Young Adult Program (ages 18-21) if they meet the eligibility requirements of the program. A youth is considered living temporarily out of state if they return to Louisiana during each year. Based on residency guidelines for public post secondary educational institutions, students who establish residency in another state and reside in a state for a year are considered a resident of that state. Referrals to the Independent Living Coordinator of the state where the youth resides are made requesting continued or further services. ETV benefits continue to be provided by Louisiana to youth who leave Louisiana to attend college.

**SERVICE AREA:** State agency workers serve youth in all 64 parishes of the State from nine regional offices and 47 parish offices. CFCIP providers are located in each region and ETV providers are currently located in seven of the nine regions of the state. CFCIP and ETV providers serve youth in all 64 parishes. Providers work with local entities such as churches, civic organizations, and libraries to secure convenient service locations to comply with their contractual requirement to provide services within 45 minutes of each youth's residence.

**Anticipated Changes:** As noted above in the anticipated changes of the Program Delivery section will not affect service provision. Services provided by the ETV and CFCIP providers will continue to be available to youth in all 64 parishes of the state. The requirement that CFCIP services be provided within 45 minutes of each child's residence will continue to be in effect. Providers will continue to work with local organizations to assure that meeting places are available within close proximity of the youths' residences.

**PROGRAM EVALUATION:** DSS/OCS will cooperate in a national evaluation of the effects of the programs in achieving the purposes of CFCIP. OCS is currently planning development of the National Youth in Transition Database (NYTD) to track youth who have left foster care so that their well being and outcomes can be monitored.

**Steps Taken to Prepare to Implement NYTD:**

Plans for NYTD were rolled into Louisiana's ACCESS project, but delays in the project and priority changes brought about by modernization resulted in examination of other alternatives for system development and tracking of youth after they leave care. Celeste Skinner (CFCIP state coordinator), Koseph Keegan (quality assurance/data), and Jennifer Newman (ACCESS) attended Transmittal Date June 30, 2010

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the NYTD Technical Assistance session in June 2009 to examine the national database design. A number of options for NYTD implementation have been considered including the Picard Center at the University of Louisiana at Lafayette, the Manship School of Business at Louisiana State University, and in-house development. An inter-agency workgroup of OCS and OJJ staff was established to identify challenges and ways to overcome the challenges. The workgroup originally met bi-weekly, but now meets approximately once per month.

Chris Downs of Chris Downs LLC in Seattle, WA is currently regarded as the best option for developing the database and providing a website so that youth can access the database. Louisiana State University will not provide the NYTD database, but is under consideration as a provider to survey youth. Developing a mechanism for communication between the OCS and OJJ information systems continues to be a major challenge in NYTD development. Technical Assistance has not been requested, but may be requested from the National Resource Center for Youth Services or the National Resource Center on Data and Technology in the future.

The Louisiana Youth Leadership Advisory Council (LYLAC) has been informed of the NYTD requirements and it continues to be discussed at their quarterly meetings. The CFCIP Independent Living Providers have been informed and they are discussing various methods of making and keeping contact with their youth.

**COLLABORATION, CONSULTATION AND COORDINATION:** DSS/OCS recognizes the value of coordination and collaboration across the spectrum of child and family serving organizations, and actively pursues partnerships to improve outcomes for youth in foster care, youth who have left foster care for adoption or guardianship and youth who have aged out of foster care. The following information represents activities that occurred in FFY 2010 and will continue in FFY 2011 unless otherwise noted:

**Public, Private and Faith Based Sector:**

OCS and CFCIP providers collaborate with community agencies, community groups, businesses, universities, churches, community professionals, youth and individual supporters of the CFCIP programs throughout the State. Local school districts, public libraries, churches and vocational schools donate their facilities for CFCIP groups so the location can be as convenient as possible for the youth.

CFCIP providers collaborate with local mental health centers, hospitals, the United Way, Boys and Girls Clubs, Juvenile Courts, Goodwill Industries, Volunteers of America, National Park Services, IRS, YWCA, vocational schools, local businesses including financial institutions, Job Corps, the National Guard Youth Challenge and the Salvation Army to obtain needed services for youth.

Lutheran Social Services of the South (LSSS) is piloting a mentoring program called "Be Real" in New Orleans. The program accepts youth in foster care aged 13 to 18 years old. Youth may remain in the program up to age 25 if they are in the program when they reach age 18. Ten youth are currently participating in the pilot. In FFY 2011, the program will be expanded based on success of the pilot and funding availability.

The Louisiana Coalition of Independent Living Skills Providers, composed of OCS program staff and representatives of the CFCIP providers, meets quarterly to exchange information on services, service delivery and provide training to the participants. The coalition also defines

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barriers and problems in service delivery and develops a unified approach to solve problems common to all members.

Anticipated Changes: The Coalition will continue to meet quarterly, and any subcontractors will also be a part of the Coalition.

**Other Federal and State Programs for Youth:**

Transitional Living Services Funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974: OCS continues to partner with Youth Oasis in Baton Rouge in supporting the operation of a transitional living program to provide housing and other services to runaway homeless youth and former foster care youth. The Youth Oasis transitional living program provides housing and other support services to youth in foster care and those who have aged out of foster through a contractual arrangement with OCS. OCS staff served as a part of the alliance that resulted in the creation of Youth Oasis. Members of the now defunct alliance (including OCS staff) now attend Youth Oasis board meetings as non-voting members. The previous Youth Oasis administration was active in the OCS Consumer and Community Stakeholder Committee. **Change for 2011:** OCS will make efforts to engage current Youth Oasis leadership's participation in the Consumer and Community Stakeholder Committee.

Abstinence Programs: Independent Living Providers include sex education in their life skills groups. This phase of life skills development includes abstinence as an option, but OCS does not partner with any programs devoted exclusively to abstinence.

Local Housing Program: Regional and parish OCS offices and CFCIP providers coordinate with local parish housing authorities. Collaboration with local housing authorities has resulted in 12 youth being placed in supportive housing. Additional youth are currently on the waiting list for such housing, and collaboration will continue toward moving youth into permanent supportive housing. Additionally, CFCIP providers coordinate transitional living programs and various housing alternatives to explore new ways to meet housing needs of youth. .

Programs for Disabled Youth: OCS collaborates with Goodwill Industries, and refers youth with special needs for employment in Goodwill sheltered workshops. Goodwill has transitional living beds for three males in Lafayette, and two of those beds are occupied by OCS youth. **Change for 2011:** Goodwill Industries has been awarded the contract to serve as the Chafee Independent Living Skills Provider in Shreveport Region for the state contract period beginning July 1, 2010. This contract will provide a natural opportunity for OCS to learn more about services for disabled youth offered by Goodwill statewide.

School to Work Programs: Youth are referred to local school systems and workforce agencies for school-to-work programs where available. Louisiana is a member of the Shared Youth Vision Mentor/Mentee program to develop mechanisms among various types of agencies to work together to meet the needs of youth. Louisiana also participates in Louisiana Workforce Commission's (LWC) Shared Vision for Youth through an Interagency Youth Work Group which focuses attention and resources on Louisiana's youth including foster children and former foster children.

Education and Employment: OCS works in partnership with other state agencies receiving federal funds including the Louisiana Workforce Commission, Department of Education (DOE), Louisiana Rehabilitation Services (LRS), and Office of Juvenile Justice (OJJ) to coordinate services for foster children and youth aging out of care.

Post-Secondary Education and Other Services for Youth: ETV providers partner with post-secondary institutions in coordinating the ETV program. Brochures on the ETV program are provided to the post secondary institutions who are asked to refer any youth who indicated on the federal financial aid application that they were previously in foster care to the ETV provider.

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The ETV providers coordinate with other agencies such as DOE, the Louisiana Workforce Commission's Workforce Investment Programs, Big Brothers/Big Sisters and the Orphan Foundation of America to access additional services for foster care youth.

Services for Developmentally Delayed Youth: OCS coordinates with other state agencies including the Department of Education (DOE), Department of Health and Hospitals (DHH), Office of Citizens with Developmental Disabilities (OCDD) and Bureau of Community Supports and Services to identify foster children and former foster children who may be eligible for services for developmentally delayed youth. The coordination results in access to federally funded Medicaid Waiver and other community based services. Interagency staffing is the mechanism used to coordinate and access services from these agencies.

Mental Health and Substance Abuse Services for Youth: OCS also coordinates with the DHH, Office of Mental Health (OMH) and Office of Addictive Disorders (OAD) to identify foster children and former foster children who may be eligible for federally funded services such as community outpatient, inpatient, and Mental Health Rehabilitation Option services. Interagency staffing is the mechanism used to coordinate and access services from these agencies.

Coordination with Juvenile Justice Agency: OCS and the Office of Juvenile Justice work together to assure that the needs of youth served by both agencies receive the services they need to transition into successful adulthood. OJJ staff participated in the development of the CFSP.

**Tribal Consultation and Collaboration:** Ongoing collaboration occurs with the four Federally Recognized Tribes in Louisiana:

- Chitimacha Tribe of Louisiana (St. Mary Parish)
- Coushatta Tribe of Louisiana (Allen Parish)
- Tunica-Biloxi Tribe of Louisiana (Avoyelles Parish)
- Jena Band of Choctaw of Louisiana (Grant, Rapides, & LaSalle Parishes)

The Tribes in Louisiana were consulted regarding the State's CFCIP and ETV five-year plan. The Social Service Directors of all four American Indian tribes in Louisiana were asked for their input and suggestions regarding the plans. Karen Matthews, Social Services Director of the Chitimacha Tribe of Louisiana, and Milton Hebert, Social Services Director of the Coushatta Tribe, attended the March 10, 2009 CFSP kickoff meeting and participated in workgroups to develop the plan..

Jean Allen Wilson, Social Services Director of the Tunica Biloxi Tribe, and Milton Hebert participated in the 2010 Louisiana CFSR kickoff meeting. Milton Hebert, Karen Matthews and Mark Ford, Executive Director of the Governor's Office of Indian Affairs, participated in the 2010 CFSR on-site stakeholder interviews.

On May 19, 2010, OCS staff including the Transitional Services Section Administrator, participated in a meeting with social service directors of the four Federally Recognized Tribes in Louisiana arranged and attended by ACF Region VI staff. The meeting was held in Marksville, LA. Tribal representatives included Milton Hebert of the Coushatta Tribe, Karen Matthews of the Chitimacha Tribe; Mona Maxwell of the Gena Band of Choctaws; Evelyn Cass and Babette Bordelon of the Tunica Biloxi Tribe. None of the Tribes indicated that they currently have youth in foster care or in the custody of the Office of Juvenile Justice who are in the age range appropriate for CFCIP or ETV services. However, the Tribes indicated a specific need for financial management training as Tribal youth enter adulthood with large trust funds which they

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frequently do not manage well. Ms. Skinner agreed to provide training to the Tribal Social Service Directors on the Ansell Casey Life Skills Assessment. The Alexandria Region OCS office has a computer lab available for the training. Ms. Skinner will also provide a small library of social learning books to each tribe. (Please see page 8 for details of the meeting.)

The Tribal Social Services Directors were reminded that OCS is willing and available to provide assistance should they decide now or at any point in the future to pursue their own IV-E Program, administration of the Chafee Foster Care Independence Program and/or the Education and Training Voucher Program.

Chafee and ETV services are available to all youth who meet eligibility criteria, including Tribal youth. All youth are referred to the CFCIP and ETV programs by their agency worker. In addition, to further outreach efforts, CFCIP/ETV providers are required to contact and make efforts to meet with the Tribes face-to-face and to inform OCS state office staff prior to the meeting so that OCS may be a part of the meeting if possible. Independent Living providers are aware of the need to invite, involve and offer services to Indian youth. Tribal participation in the CFCIP continues to be low.

The National Resource Center for Youth Services staff came to Louisiana to train OCS staff and tribal social services staff on issues related to Indian youth transitioning into adulthood. Tribal representatives confirmed that they planned to attend the training, but none of them were present. "Culture Cards" to build cultural awareness for working with American Indians were obtained from the Substance Abuse and Mental Health Services Administration, and given to all participants in the transitional services training for staff in 2009.

The four Federally Recognized Tribes have been informed of the availability of IV-E and Chafee funds for direct Tribal program management, and of OCS's willingness to negotiate in good faith with them, and to provide training and technical assistance as needed and requested. None of the Tribes in Louisiana has requested such assistance.

Tribal social service directors participate on Regional Continuous Quality Improvement (CQI) teams where program development and evaluation is discussed and monitored for effectiveness. In addition to the tribal representatives who participate, various community partners and OCS staff are also involved in the process. This forum creates opportunities for OCS to ensure that Indian tribes are knowledgeable about eligibility for benefits and services as well as fair and equitable treatment for Indian youth.

**SPECIFIC ACCOMPLISHMENTS ACHIEVED TO-DATE IN FFY 2010 AND PLANNED ACTIVITIES FOR FFY 2011 FOR EACH OF THE SEVEN PURPOSE AREAS:**

**PURPOSE/GOAL 1: HELP YOUTH TRANSITION TO SELF-SUFFICIENCY:** OCS assesses the needs of youth in their transition to self-sufficiency through the Assessment of Family Functioning/Case Plan, the Youth Transition Plan / Youth Transition Plan Review and the Ansell-Casey Life Skills Assessment (ACSLA). Youth are encouraged to participate actively, and, in fact, lead the process of developing plans for transitioning to self-sufficiency.

CFCIP providers use the Ansell-Casey Learning Plan as the basis for a relevant, current and consistent curriculum that allows youth to complete the plan despite geographic moves. The Transmittal Date June 30, 2010

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curriculum provides sufficient hours of training (10 hours for ages 14 and 15 and 32 hours for ages 16 to 21) and includes experiential learning opportunities. Life skills classes are best described as psycho-educational groups with emphasis on life concrete skills, identity development, self-control and motivation, and appropriate social interactions. All groups are on-going, provided in close proximity the youth's residence and offered at times that do not interfere with school or extra-curricular activities. Youths' skill level is re-measured with the ACLSA upon completion of the groups, and youth are encouraged to continue in the groups until necessary life skills have been mastered, frequently resulting in youth continuing beyond the minimum required hours.

**Anticipated changes:** Beginning on July 1, 2010 new CFCIP provider contracts will require that a specific number of domain-related modules be completed rather than a specific number of hours of training.

**Objective 1.1:** Assess and track youth's preparation for independence in the domains of domains of living arrangements/housing, health/medical, independent living skills, education/vocation, employment, financial, permanent contacts, documents and service resources through the Youth Transition Plan (YTP) and Youth Transition Plan Review (YTPR).

**Strategy 1:** Train OCS and OJJ staff in the use of the recently issued forms. (Year 1)

**Strategy 2:** Monitor completion of forms and progress of youth at local and State Office level. (Years 2-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

**Strategy 1:** A total of 844 OCS staff were trained on the YTP/YTPR and other subjects (including Young Adult Program policy, educational requirements of the Fostering Connections to Success Act, and how to develop permanent connections for youth). The first round of training began on March 31 and was completed on April 28, 2009. The training was presented live in one region and by video conference in the others. Live training was held in every region beginning in October 2009 and ending in January 1010. Implementation of the Youth Transition Plan began in each region upon completion of the 2009 training sessions. A key component of the training was emphasis on the youth's involvement in development of the plan. Efforts have been made to provide the training for OJJ staff, but management changes at OJJ have impeded those efforts.

**Goal 1, Measurement 1: Number of OCS and OJJ staff trained in use of YTP and YTPR.**

Number of Staff Trained in Use of YTP and YTPR					
	Establish Baseline: FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
OCS Staff	844				
OJJ Staff	0				

**Strategy 2:** Completed YTP and YTPR forms have been reviewed by first and second line supervisors and then forwarded to the Transitional Services Section in state office for further review and analysis. As of April, 2010, Youth Transition Plans had been completed for 38% of youth aged 15 and older.

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**Goal 1, Measurement 2: Percentage of youth 15 and older for whom YTP has been completed based on completed forms compared with TIPS database.**

Percentage Youth with Completed YTP				
Establish baseline: FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
38%				

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

**Strategies 1 and 2:** Use and review of the YTP and YTPR forms will continue. Analysis of the YTP and YTPR forms by state office staff will determine the need for additional training, which will be provided if indicated. Development of a database to provide aggregate data from the YTP/YTPR forms is under consideration. OCS will continue to work with OJJ management to develop a schedule for presenting the training to OJJ staff.

**Objective 1.2:** Teach eligible youth basic life skills. (Years 1-5)

**Strategy 1:** Contract with Chafee Foster Care Independence Program (CFCIP) Providers to teach eligible youth skills in the areas of budgeting/money management, housing, career planning, employment preparation, education, communication, personal care, human sexuality, consumer awareness, safety, and community resources using both classroom and experiential techniques. (Years 1-5)

**Strategy 2:** Train CFCIP providers, juvenile justice agencies, and community partners on appropriate use of Ansell-Casey Life Skills Assessment. (Years 1-5)

**Strategy 3:** CFCIP providers will assess youth's needs based on Ansell-Casey Life Skills Assessment; develop individualized learning plan based on assessment; reassess youth using same instrument upon completion of training. (Years 1-5)

**Strategy 4:** Monitor CFCIP providers to assure appropriate training and testing.

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

**Strategy 1:** OCS contracted with a CFCIP provider in each region to teach eligible youth skills in the areas of budgeting/money management, housing, career planning, employment preparation, education, communication, personal care, human sexuality, consumer awareness, safety, and community resources using both classroom and experiential techniques.

**Strategy 2:** The following steps were taken to help foster parents, adoptive parents, workers in group homes and case managers understand and address the issues confronting adolescents preparing for independent living. Fourteen individuals were trained on the Ansell-Casey Life Skills Assessment in two sessions (residential treatment staff in Alexandria and CFCIP staff in Shreveport). OCS staff also provided books and other materials to a variety of organizations throughout the state including the Department of Education, Lutheran Social Services of the South, Goodwill, foster parents, residential treatment provider staff, and CFCIP providers.

[NOTE: The sequence of Goal 1 Measurement 3 and Goal 1 Measurement 4 in this Report has been reversed from the sequence of presentation in the Child and Family Services Plan.]

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**Goal 1, Measurement 3: Number of participants trained in using ACSLA per year.**

Number of ACLSA Trainees					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
16	14				

**Strategy 3:** CFCIP providers used the Ansell-Casey Life Skills Assessment to identify training needs and develop individualized learning plans for youth and reassess the youth using the same instrument following completion of life skills training. The percentage of improvement on assessment scores varied widely between providers, with a high of 609% improvement and a low of 8% improvement. Further analysis revealed that the providers with the highest level of improvement had extremely low “pre” scores, and that the difference in scores (with the lowest provider average at 66% and the highest provider average at 86%) was drastically reduced upon completion of the life skills groups. The provider with the lowest average score also had the fewest youth (10) completing the post-test.

**Goal 1, Measurement 4: Average improvement in ACSLA pre-and post-test scores**

Average ACLSA Scores						
Provider	Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
QASSA*		13%				
FCA	19%	30%				
VOANLA*		41%				
MCH-R	46%	230%				
GCTFS-H	2.5%	12%				
CCANO	68%	609%				
GCTFS-L	19%	8%				
SLU*		Not Available				
YS	20%	60%				

\* New provider; baseline to be established 2009.

**Strategy 4:** OCS Transitional Living Services staff visited each CFCIP provider at least quarterly to monitor the appropriateness of training and testing by reviewing case records and observing groups. Observation of the groups revealed that some youth (most notably at the provider with the greatest differences in scores) appeared to be very unmotivated at the onset of life skills groups and motivation increased dramatically through the group process and facilitation. In other groups, the level of youth motivation remained fairly constant throughout the learning process.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

**Strategy 1:** Contracted CFCIP providers will continue provide life skills education for eligible youth. The amount of training will be measured by modules rather than hours. The number of CFCIP providers will be reduced, with one current provider serving three regions, another serving two regions and the other four serving one region each. Through subcontracting and multiple offices, CFCIP providers will maintain a presence in each region and continue to provide services in all 64 parishes and within 45 minutes of youths’ residences.

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**Strategy 2:** Training will be provided on the Ansell-Casey Life Skills Assessment and issues youth face as they prepare for independence. Staff at an Office of Juvenile Justice Group Home has been identified for training along with staff of the new life skills provider in Shreveport. Additional training will be provided as needed and requested.

**Strategy 3:** CFCIP providers will assess youth’s needs for life skills training and develop individual learning plans and re-assess knowledge at the conclusion of training. ACSLA pre- and post- scores will be tracked by region rather than provider. **Change:** The table to measure data will be revised for the next reporting period based on the realignment of CFCIP providers.

**Goal 1, Measurement 4 (Revised): Average improvement in ACSLA pre-and post-test scores**

Average ACLSA Scores						
Provider	Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
CCDNO (Includes QASSA, GCTFS-H)	35.25% (No data for QASSA)	211%				
GCTFS-L (Includes YS)	19.5%	34%				
FCA	19%	30%				
MCH-R	46%	230%				
SLU	No data	0%				
Goodwill Industries (Formerly VOANLA)	No data	41%				

**Strategy 4:** OCS staff will continue to monitor each CFCIP provider through quarterly visits, and provide support to the new provider as needed. The table to measure changes in ACSLA pre- and post-scores been revised to reflect contracted providers that will be in effect July 1, 2010.

**Objective 1.3:** Develop mechanism to track youth into young adulthood to meet National Youth in Transition Database requirements.

**Strategy 1:** Collaborate with National Resource Center for Data and Technology and Department of Social Services Information Technology staff to develop tracking mechanism. (Years 1 and 2)

**Strategy 2:** Track well being outcomes of foster care alumni. (Years 3-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

**Strategy 1:** OCS has collaborated with the Department of Social Services Information Technology staff, but not with the National Resource Center for Data and Technology. This collaboration has not yet resulted in the development of tracking mechanisms. A number tracking mechanisms and data collection systems have been explored, but a firm decision on methodology has not yet been reached. At this point, the most likely providers for tracking youth outcomes and collecting data will be Chris Downs, LLC for data collection and LSU Manship School of Business for surveying youth.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

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**Strategy 1:** The organization will continue to work with Chris Downs, LLC for data collection and Louisiana State University for surveying youth. A determination will be made regarding the need to request assistance from the National Resource Center for Data and Technology. The expectation is that the contract with Chris Downs will be effective July 1, 2010. Ms. Skinner and two representatives of the Chris Downs firm plan to attend the NYTD conference in the summer of 2010.

**PURPOSE/GOAL 2: HELP YOUTH RECEIVE THE EDUCATION, TRAINING, AND SERVICES**

**NEEDED TO OBTAIN EMPLOYMENT:** OCS assists youth to receive education, training and services needed to obtain employment by providing room and board costs, education/training program costs and providing other needed support services; including the skills for obtaining employment and remaining employed in the life skills curriculum; collaborating with the Louisiana Workforce Commission (LWC) [formerly known as the Louisiana Department of Labor (LDOL)] and Louisiana Rehabilitation Services (LRS) to improve youths' access to vocational assessment, job preparation, job placement and continuing vocational support services; offering educational and employment forums where local businesses provide information about employment opportunities and educational institutions provide information on admission and financial aid through CFCIP providers; providing two Youth Conferences annually (one in the northern and one in the southern part of the state); providing a brochure on state employment opportunities for current and former foster youth to older youth through CFCIP providers.

**Objective 2.1:** Assist youth with costs of room and board, education/training program costs and any other needed support services.

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

A crisis in funding for room and board, education/training programs, and other needed support for youth 18-21 when all funding for the Young Adult Program (YAP) was removed from the State budget in July 2009 by using Supplemental Social Services Block Grant (SSSBG) funding to fill the gap for one year. Additionally, the percentage of Louisiana's federal CFCIP funds (unused for other costs) used to supplement room and board costs increased from 5.36% to 28% as detailed later in this report. Despite the absence of State General Funds, the number of youth served with costs of room and board, educational and other expenses increased from 320 to 347 youth.

The cost of room and board for youth in YAP was provided as follows:

- Youth who were attending college and living in dormitories received \$119 per month for personal expenses in addition to the room and board fees that considered a part of educational expenses.
- Youth living in transitional living apartments received the usual daily board rate (paid directly to the provider) in accordance with the contracted rate. The payment included food, room, furniture, linens, utilities including telephone, and a cash allowance for the youth.
- Youth in any other living arrangement (except with biological or adoptive parents) received the regular foster care board rate for an adolescent. The youth elected whether the payment went to the foster parent or to the youth.
- Youth living with adoptive or biological parents were not eligible for room and board.

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Utility assistance through the Louisiana Low Income Home Energy Assistance Program (LIHEAP) is no longer available to these youth.

Funding sources for education were determined by age status of the youth as follows:

- Title XX, Title IV-B, Title IV-E, and state general funds were used for secondary training/education and grants, scholarships and the ETV program were used for post-secondary education for youth under age 18.
- Supplemental Social Services Block Grant (SSSBG) (supplemented by CFCIP funds as available) were used for room and board, and Chafee and SSSBG funds were used to pay secondary educational/vocational costs, and ETV funds were used to pay post secondary education costs were not covered by other sources for youth ages 18 to 21 and participating in YAP.
- ETV funds were used to supplement educational costs not covered by other sources for young adults ages 21-23, who were receiving ETV funds at age 21 and who remained eligible for ETV.

Additional services provided to assist youth in achieving employment included providing up to \$500.00 or up to \$300.00 (for diploma or certificate, respectively) in graduation fees. Some CFCIP providers used Self-Directed Search, a vocational interest instrument, as a part of independent living skills training to assist youth in deciding on educational and employment goals. (Use of this instrument is not mandatory.) Further, local businesses and educational institutions provided information about employment and educational opportunities at forums provided by CFCIP providers. Youth had an opportunity to interact with presenters and have their questions answered about careers and/or schools of interest.

**Goal 2, Measurement 1: Number of youth assisted with room and board, education/training costs, and other needed services (“Expenses”) based on TIPS data**

Number of Youth Assisted with Expenses					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
320	347				

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

SSBG Supplemental Funds will not be available after September 30, 2010. The Louisiana proposed budget for State Fiscal Year 2010-2011 currently includes funding for the Young Adult Program. All services noted above will continue at the same level if YAP funding remains in the State budget. Otherwise, efforts will be made to locate other funding mechanisms to continue providing room and board, educational and other supportive services to youth beyond what is covered by CFCIP and ETV funding.

**Objective 2.2:** Make youth aware of educational and vocational options.

**Strategy 1:** Provide one youth conference per year in two areas of the state with information on educational and vocational opportunities. (Years 1-5)

**Strategy 2:** Hold Youth Summit as a part of Together We Can conference every other year with information on educational and vocational opportunities. (Years 2 and 4)

**Strategy 3:** Collaborate with Louisiana Workforce Commission (LWC), formerly known as the Louisiana Department of Labor, to refer youth for employment and training opportunities. (Years 1-5)

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**Anticipated Changes:** A proposal is being considered by the Louisiana legislature to remove LRS from the Department of Social Services and merge sections of LRS with LWC or the Department of Health and Hospitals (DHH), as appropriate. Upon approval of this change, simultaneous referrals will no longer be necessary as LRS services regarding employment preparation will become a part of LWC.

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

**Strategy 1:** Youth conferences were held in Shreveport in June 2009 and Thibodaux in July 2009 to make youth aware of educational and vocational options. An important component of the Youth Conferences was a virtual city that provided information about educational and vocational choices and a “reality check” on life choices that result in insufficient income to meet basic needs and desires. As noted in the table below, the number of youth attending the conferences declined by 18%. The decline was attributed to confusion over the location in south Louisiana and inadequate marketing.

**Goal 2, Measurement 2: Number of youth attending Youth Conferences**

Number of Youth Attending Youth Conferences					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
135	112				

In addition to the youth conferences provided by OCS, the Citizen’s Review Panel (CRP) in Monroe Region sponsored a Life Skills Camp for youth about to age out of care. The camp occurred October 30 through November 1, 2009 for youth ages 16 to 18 from northeast Louisiana. Please see page 167 for additional details.

**Strategy 2:** The Youth Summit was a part of the Together We Can Conference held October 7 and 8, 2009. Educational and vocational opportunities were presented in this venue along with leadership skills training. (See page 96 for details.)

**Goal 2, Measurement 3: Number of youth attending Together We Can Youth Summit**

Number of Youth Attending Together We Can Youth Summit					
FFY 2008	FFY 2009	Baseline: FFY 2010	FFY 2011	FFY 2012	FFY 2013
NA	N/A	17	N/A		N/A

**Strategy 3:** Collaboration has continued with LWC and LRS to refer youth for employment and training opportunities. Through an Interagency Agreement, referrals from OCS were accepted simultaneously by both agencies to avoid delays in service provision for youth as who did not meet the criteria of one agency were immediately considered by the other. Youth were referred to career centers for job services and participation in summer employment, and were eligible to receive job readiness services, employment assistance, job placement, tutoring, mentoring and support services.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

**Strategy 1:** Youth conferences will be held in the northern and southern parts of the state in July 2010, but with a more limited budget. The marketing will be increased, including clear and specific directions to locations. The goal is 100 youth per site, and the potential of increased

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funding for 2011 Youth Conferences is being offered as an incentive for CFCIP providers to increase youth participation.

**Strategy 2:** The Youth Summit at the Together We Can conference occurs in alternate years and will not occur again until the late fall of 2011.

**Strategy 3:** Collaboration with the LWC will continue. Anticipated Change: Collaboration for LRS services will continue, whether with LRS as a separate entity or as a part of LWC.

**Objective 2.3:** Develop mechanisms for monitoring number of referrals to LWC and monitor referrals.

**Strategy 1:** Finalize efforts to receive aggregate data from the LWC data system on services provided to youth in foster care. (Years 1 and 2)

**Strategy 2:** Monitor referrals to LWC. (Years 3-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

**Strategy 1:** A pilot project was planned and is currently underway in Lafayette region where the number and outcome of referrals to LWC are being monitored.

**Strategy 2:** No activity was planned for Year 1.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

**Strategy 1:** The pilot project in Lafayette region will be evaluated, and expansion to other areas of the state will occur if results of the pilot are promising.

**Strategy 2:** The final results of the Lafayette pilot will determine the mechanism for monitoring referrals to LWC.

**PURPOSE/GOAL 3: HELP YOUTH PREPARE FOR AND ENTER POST SECONDARY TRAINING AND EDUCATIONAL INSTITUTIONS:** The Youth Transition Plan and Learning Plan were completed to assist the youth in determining an educational or vocational goal and an action plan for achieving it. Some CFCIP providers administered the Self-Directed Search (vocational interest assessment) and all offered educational and vocational forums where representatives of various educational institutions provided information about educational choices and curricula.

Youth in foster care and foster care alumni were provided educational and vocational services including tutoring, costs of education or vocational training, books, supplies, fees, GED tests, college admission tests, and any other service needed to gain admission for post secondary education or training. CFCIP contractors provided assistance to youth in completing the federal financial aid application and other applications needed to attend college or vocational training programs. CFCIP providers coordinated with post secondary institutions in the State to coordinate admission, funding and ETV grants. Funding from various sources paid for the cost of post secondary education and training. If grants and ETV did not cover the cost of higher education, then OCS paid the remainder of costs for youth under the age of 18 to the extent funds were available.

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**Objective 3.1:** Assess youth's progress in determining and pursuing post-secondary education goals through Sections IV and V of YTP/YTPR. (Years 2-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

The YTP and YTPR have been developed and implemented. Workers have been trained on the use of the form in FFY 2008 and 2009, and completed YTP forms have begun being forwarded to state office where they have been reviewed and analyzed.

**Goal 3, Measurement 1: Percentage of youth whose YTP/YTPR reflect identification of specific career or education path**

Percent of Youth with Identified Career or Education Path				
FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
100%				

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

The OCS Transitional Services staff will continue to collect data from YTP forms to determine the number of youth who are pursuing post-secondary educational goals.

**Objective 3.2:** Provide educational/vocational services, including costs of education or vocational training, books, supplies, fees, GED tests, college admission tests and any other services needed to gain admission to all youth under age 18 and to youth over age 18 based on availability of funds. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

OCS has continued to provide educational/vocational services including costs of education or vocational training, books, supplies, fees, GED tests, college admission tests and any other services needed to gain admission to all youth under age 18 and to youth over age 18 based on availability of funds.

**Goal 3, Measurement 2: Number of youth who are provided with educational and/or vocational services**

Number of Youth Receiving Educational/Vocational Services					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
320	347				

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

OCS will continue to provide educational/vocational services as noted above in FFY 2011.

**Objective 3.3:** Make youth aware of educational and vocational training options.

**Strategy 1:** Provide one youth conference per year in two areas of the state with information on educational and vocational training opportunities. (Years 1-5)

**Strategy 2:** Hold Youth Summit as a part of Together We Can conference every other year with information on educational opportunities. (Years 2 and 4)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

**Strategy 1:** Youth conferences were held in Shreveport in June 2009 and Thibodaux in July 2009 to make youth aware of educational and vocational options.

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**Goal 3, Measurement 3: Number of youth who attend Youth Conferences**

(SEE GOAL 2, MEASUREMENT 2)

**Strategy 2:** The Youth Summit, a part of the Together We Can Conference, held October 7 and 8, 2009. It provided educational and vocational opportunities along with leadership skills training. (See page 96 for additional details)

**Goal 3, Measurement 4: Number of youth who attend Together We Can Youth Summit**

(SEE GOAL 2, MEASUREMENT 3)

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

**Strategy 1:** Youth conferences will be held in the northern and southern parts of the state in July 2010, but with a more limited budget and increased marketing efforts as noted above. Youth conferences are also planned for the summer of 2011 with a possible budget increase tied to attendance at the 2010 conferences.

**Strategy 2:** The Youth Summit will be held every other year. The next one will be held in late fall, 2011.

**PURPOSE/GOAL 4: PROVIDE PERSONAL AND EMOTIONAL SUPPORT TO YOUTH THROUGH MENTORS AND THE PROMOTION OF INTERACTIONS WITH DEDICATED ADULTS:** OCS and OJJ workers and CFCIP staff were available to provide support for youth in foster care and in the YAP. Aftercare services were available to assist all youth transitioning to independence who are in emotional crises. Connections for Permanency, a technique for locating and engaging adults who are meaningful in the lives of youth, was used to locate relatives and other persons important to youth. OCS began collaboration with Lutheran Social Services of the South (LSSS) to develop and evaluate a mentoring program.

**Anticipated Change:** OCS has contracted (effective March 2010) with West Government Services for Consolidated Lead Evaluation and Reporting (CLEAR), a service that will provide “searches of last resort” in cases where permanent connections have been very difficult to locate. Strategy 5 has been added to Objective 4.1 has been added in response to this anticipated change.

**Objective 4.1:** All agency staff will have the skills to locate permanent connections for youth and will use the skills to assure that each youth has at least one caring and continuous adult relationship.

**Strategy 1:** Foster Care/Adoption workers, first line supervisors and district managers will be provided refresher training in Connections for Permanency. (Years 1-5)

**Strategy 2:** Initial and ongoing training in Connections for Permanency will be provided to Home Development, Child Protection, and Family Services Staff. (Years 2-5)

**Strategy 3:** CASA staff will assist in conducting searches for permanent connections. (Years 2-5)

**Strategy 4:** OCS, CASA and CIP will jointly apply for a grant to enhance the Connections for Permanency initiative. (Year 1)

**Strategy 5: (added in year 2)** CLEAR will be used to locate permanent connections in cases where other efforts have not been successful.

**Strategy 6: (added in year 2)** OCS will collaborate with LSSS in the development and evaluation of a mentoring program for youth.

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**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

**Strategy 1:** Refresher training in Connections for Permanency was provided as a part of the Youth Transition Plan training that was provided for foster care/adoption workers, first line supervisors and district managers in March and April 2009 and again in October 2009 through January 2010. The first round of training was by video conference in all regions except Baton Rouge where it was presented live. The second round of training presented live in every region. Connections for Permanency is designed to assure that each youth leaves foster care with a positive relationship with at least one caring and responsible adult.

**Goal 4, Measurement 1: Number of Staff trained in family finding and engagement.**

Connections for Permanency Trainees				
FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
844				

**Strategy 3:** CASA staff has assisted in searching for permanent connections in Jefferson District only due to funding limitations. A grant to provide funding (see Strategy 4) was not funded.

**Goal 4, Measurement 2: Total number of CASA searches for connections.**

Number of CASA Searches				
FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
N/A	Establish baseline			

**Goal 4, Measurement 3: Number of successful CASA searches for connections.**

Number of CASA Successful Searches				
FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
N/A	Establish baseline			

**Strategy 4:** OCS, CASA and the Court Improvement Project jointly applied for a grant to enhance the Connections for Permanency initiative, but the application was not approved.

**Strategy 5 (Added in Year 2):** The CLEAR contract to locate relatives was approved and CLEAR policy development is underway.

**Strategy 6 (Added in Year 2):** OCS provided referrals and assisted as requested in the LSSS mentoring program. The National Resource Center for Youth Services has also been involved in the development of this program. Presently, the mentoring program is serving 10 youth in the Orleans Region, but may be expanded based on program evaluation and funding availability.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

**Strategies 1 and 2:** Connections for Permanency training will continue to be provided as needed and expanded to assure that all professional staff have basic skills in locating connections for children and youth in foster care.

**Strategy 3:** CASA staff will continue to assist in conducting searches for permanent connections to the extent that funding is available.

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**Strategy 4:** OCS and CASA do not have plans at this time to seek additional funding opportunities through grants.

**Strategy 5 (Added in Year 2):** Policy will be developed to establish a protocol for using CLEAR. One staff person in each region will receive training on how to do the searches; all other professional staff will be trained on how to make referrals for CLEAR searches. OCS will measure the number of CLEAR searches that result in locating permanent connections for youth.

**Goal 4, Measurement 4: Number of successful CLEAR searches for connections.**

Number of CLEAR Searches				
FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
N/A	Establish baseline			

**Strategy 6 (Added in Year 2):** OCS will continue to support the LSSS mentoring program through referrals and other support as requested.

**Objective 4.2:** OCS and CFCIP provider staff will continue to provide aftercare services to youth in locating needed services, including counseling for emotional crises, as requested by the youth, for crises that occur after the youth has left care. (Years 1-5; baseline tracking – Year 2)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

Supportive services have been provided to assist youth in locating needed services, including counseling for emotional crises, as requested by the youth, have been provided by CFCIP contractors and OCS staff. The table below indicates the number of requests for assistance received by each CFCIP provider from youth who were no longer in the child welfare system. Although the specific type of requests has not been tracked, the number of requests for housing assistance seems to have increased. OCS transitional living staff has collaborated with the OCS Emergency Shelter Grant Coordinator who provides information on housing opportunities and advocates for youth who have aged out of foster care when low-cost housing is available.

**Goal 4, Measurement 4: Number of calls CFCIP staff receive requesting affective and/or concrete assistance from youth who have aged out of foster care.**

Youth Requesting Assistance					
Provider	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
QASSA	5				
FCA	6				
FSGBR (for ETV youth)	2				
MCH-R	10				
GCTFS-H	5				
CCANO	25				
GCTFS-L	6				
SLU	2				
YS	7				
VOANLA	6				

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**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

CFCIP providers will continue tracking the number of youth who request services after they have left care. Data will be gathered based on July 1, 2010 contracted providers. The table to measure requests for services has been revised. During the first year of this reporting period, all but one ETV provider also served as a CFCIP provider, and assistance requests were not identified as being from a particular type of former clients except for FSGBR which served only ETV clients. For the remainder of this reporting period, all youth who contact the ETV provider will be identified separately.

**Goal 4, Measurement 4 (Revised): Number of calls CFCIP staff receive requesting affective and/or concrete assistance from youth who have aged out of foster care.**

Provider	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
CCDNO (Includes QASSA, GCTFS-H)	35				
GCTFS-L (Includes YS)	13				
FCA	6				
MCH-R	10				
SLU	2				
Goodwill Industries (Formerly VOANLA)	6				
LOSFA (For ETV youth)	2				

Collaboration with the Emergency Shelter Grant Coordinator will continue in an effort to locate affordable housing options for youth.

**PURPOSE/GOAL 5: PROVIDE FINANCIAL, HOUSING, COUNSELING, EMPLOYMENT, EDUCATION, AND OTHER APPROPRIATE SUPPORT AND SERVICES TO FORMER FOSTER CARE RECIPIENTS BETWEEN 18 AND 21 YEARS OF AGE.**

The primary mechanism for serving youth between the ages of 18 and 21 is the Young Adult Program (YAP). YAP has been funded through state general fund dollars which were not available in SFY 2009. Supplemental Social Services Block Grant (SSSBG) funds were used for funding beginning July 1, 2009 and are available until September 30, 2010. YAP funding is included in the proposed state budget for SFY 2010.

YAP is a voluntary program, based on eligibility criteria. YAP participants must be foster care alumni who were in foster care immediately prior to their 18<sup>th</sup> birthday and be in need of continued assistance to complete an educational or vocational program or to obtain employment; be in high school to obtain a high school diploma, in GED classes and working part-time, in vocational training, or in college. All youth who age out of foster care are eligible to participate in YAP. However, youth who do not meet the educational and employment criteria receive non-monetary services only. In the past, youth who did not immediately begin YAP participation or those who dropped out had a six month time frame to enter or re-enter YAP after case closure. Current policy provides that former foster youth, who were in custody immediately prior to their 18th birthday and did not enter YAP and former YAP clients who left the program may request to enter or YAP at any time up to age 21 if they meet eligibility criteria. Youth with

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developmental disabilities preventing educational pursuits are referred to the Office of Citizens with Developmental Disabilities and other programs such as Goodwill Industries that will meet their needs for transitional and ongoing services.

Youth are no longer in the custody of the State when they reach 18, and must sign a voluntary plan to remain in YAP. The plan specifies the youth's educational/vocational plan, living arrangement, and the roles and responsibilities of all parties, including the youth's financial obligation to meet some of his/her own needs. Agency staff continues to be involved in the youth's life to provide support and guidance as needed and semi-annual reviews with the youth and adults significant to the youth to evaluate the youth's progress toward achieving independence.

**Room and board:** Please refer to Purpose/Goal 2, Objective 2.1 for details regarding room and board payments for youth in YAP. Some CFCIP providers offer household items including furniture and personal items for youth in their programs through community donations.

OCS partners with Youth Oasis in Baton Rouge in supporting the operation of a transitional living program funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974 to provide housing and other services to runaway homeless youth and former foster care youth.

**Medicaid Coverage for former foster youth ages 18-21**

OCS provides Medicaid services for youth ages 18 to 21 in YAP and cover any needed medical care not covered by Medicaid or other community resources to the extent funding is available. Also, the Louisiana Department of Health and Hospitals provides Medicaid or Alternative Health Care under the Chafee option for all youth up to age 21 who have aged out of foster care regardless of whether the youth elects to continue in the YAP program. Youth in need of mental health treatment are referred to community mental health centers or providers who accept Medicaid payment for ongoing treatment and for short term crisis oriented treatment for youth in the YAP. Private psychiatric therapy, psychological therapy, and LCSW therapy are available to young adults when the private provider accepts Medicaid or then the youth is able to pay for the services themselves.

**Objective 5.1:** Explore public and private Requests for Proposals and apply for grant opportunities that are appropriate to maintain YAP funding. (Year 1 and as needed in Years 2-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

OCS has searched for and reviewed funding opportunities for grants. One proposal was submitted for grant to expand CASA involvement in Connections for Permanency training. OCS did not receive this funding.

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**Goal 5, Measurement 1: The number of grants applied for and the results of those applications will be monitored.**

Grant Applications for YAP Funding					
Funding Source	Application Date	Maximum Grant Award	Response Date	Approval (Yes/No)	Amount Funded
ACF	2009	NA	2009	No	0

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

Funding for YAP is in the proposed SFY 2010-2011 budget, and OCS is hopeful that the funding will remain in the budget through the approval process. However, exploration of other funding sources will continue.

**Objective 5.2:** Encourage youth between ages of 18 and 21 to participate in YAP, and provide participants with services such as room and board, educational services, clothing and other supportive services within available funding limits. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

Promotion of the YAP program is ongoing through OCS staff and CFCIP providers. Youth who participate in YAP are provided with services such as room and board, educational services, clothing and other services within available funding limits from sources such as CFCIP funding, ETV funding, SSBG Supplemental funding, Braveheart Foundation, etc.

**Goal 5, Measurement 2: Number of youth who participate in YAP.**

Number of Youth in YAP					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
332	347				

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

This activity will be ongoing in the next fiscal year.

**Objective 5.3:** Encourage youth aged 18 to 21 to continue to avail themselves of services provided by CFCIP providers including counseling and referral to community resources. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

Ongoing efforts have been made to encourage youth aged 18 to 21 to continue to avail themselves of services provided by CFCIP providers including counseling and referral to community resources.

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**Goal 5, Measurement 3: Number of calls CFCIP staff receive requesting affective and/or concrete assistance from youth who have aged out of foster care.**

Youth Requesting Assistance					
Provider	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
QASSA	5				
FCA	6				
FSGBR (for ETV youth)	2				
MCH-R	10				
GCTFS-H	5				
CCANO	25				
GCTFS-L	6				
SLU	2				
YS	7				
VOANLA	6				

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

This activity will be ongoing in FFY 2010-2011.

**Goal 5, Measurement 3 (Revised): Number of calls CFCIP staff receive requesting affective and/or concrete assistance from youth who have aged out of foster care.**

Youth Requesting Assistance					
Provider	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
CCDNO (Includes QASSA, GCTFS-H)	35				
GCTFS-L (Includes YS)	13				
FCA	6				
MCH-R	10				
SLU	2				
Goodwill Industries (Formerly VOANLA)	6				
LOSFA (For ETV youth)	2				

**Objective 5.4:** Maintain or expand the number of Transitional/Supervised Apartment beds available for youth up to age 21. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

OCS is currently developing new licensing regulations which will include Independent Living Services (Independent Living beds were previously licensed separately) as a part of a continuum of placement options for children in and youth in foster care and YAP. A Request for Proposals (RFP) is being developed and is expected to be published in April 2010. The Independent Living Services placement options will be available to youth ages 16 to 21 and will allow the freedom to make mistakes in a safe environment. The Independent Living Services providers will be required to use the Ansell-Casey Life Skills Assessment and provide ongoing counseling and other services for the youth being served. Proposals for approximately 60 beds with some

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located in each region of the state are being requested, resulting in increased availability and accessibility.

**Goal 5, Measurement 4: Amount and percentage of CFCIP funds used to provide funding for supervised apartment living for youth over the age of 18.**

<b>CFCIP Funds Used for Housing for Youth over 18</b>		
Year	\$ Amount	% of CFCIP Total
<b>Baseline:</b> FFY 2008	72,927	5.36%
FFY 2009	492,253.81	28%
FFY 2010		
FFY 2011		
FFY 2012		
FFY 2013		

**Goal 5, Measurement 5: Number of Transitional/Supervised Apartment beds available for youth over age 18.**

<b>Available Transitional/Supervised Apartment Beds</b>					
<b>Baseline:</b> FFY 2008	FFY 2009	FFY 2011	FFY 2011	FFY 2012	FFY 2013
42	45				

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

Contracts developed as a result of the Request for Proposals are expected to be finalized by the end of calendar year 2010.

**PURPOSE GOAL 6: PROVIDE VOUCHERS FOR EDUCATION AND TRAINING, INCLUDING POST SECONDARY EDUCATION; TO YOUTH WHO HAVE AGED OUT OF FOSTER CARE (STRENGTHEN POST-SECONDARY EDUCATION TO ACHIEVE PURPOSE OF ETV PROGRAM)**

The purpose of the ETV program is to make available vouchers for education and training, including post secondary education and training to youths who have aged out of foster care or who, after attaining age 16, have left foster care for adoption or kinship guardianship (Louisiana is developing a Kinship Guardianship program). The ETV program is used to assist youth in making the transition to self-sufficiency by assisting them to receive the education, training and services they need to complete post secondary education.

Eligibility for ETV participation is based on present or previous foster care status, including youth leaving foster care for kinship guardianship or adoption after attaining age 16, as determined by a review of agency records. Youth are eligible to continue in the ETV program up to age 23 if they are participating and making satisfactory educational progress at age 21. Eligible youth receive ETV assistance in the amount of the student's need, not to exceed the smaller of \$5,000 per year or the actual cost of attendance. The ETV coordinator reports the amount of the ETV assistance to the post secondary institution to avoid duplication of benefits; however, the youth's earned or unearned income does not reduce eligibility for ETV funds.

For young adults not in YAP, ETV is the basic source of funding for their education in addition to federal grants and other scholarships. For young adults in YAP, up to age 21, some CFCIP funds are used for room and board costs; SSBG and other funds assisted with some educational

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costs (Supplemental SSBG funds will be available through June 30, 2010); and ETV supplements costs of education not covered by other sources.

Youth receiving ETV are required to apply for all financial aid and scholarships for which they might qualify. OCS has partnered with a local not-for-profit organization which is providing additional scholarships for foster care alumni. Two scholarships have been provided and the number is expected to increase over time.

Youth in the ETV program participate in a planning conference with the ETV coordinator to develop a plan for successful completion of education. Significant persons in the life of the youth such as the foster care worker, foster parent, childcare provider, or educational counselors participate in the planning conference as invited by the youth. The focus of the planning conference is to assess the youth's strengths, needs, set educational goals and develop a plan to achieve the goals. The plan is youth centered and youth driven. With the centralization of the ETV program, planning conferences will be conducted by phone, and will include the same participants and serve the same purpose.

Periodic review of the youth's progress will continue to occur to assure that 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 the ETV coordinator (either OCS State Office or the Louisiana Office of Student Financial Assistance beginning July 1, 2010), case manager, and program manager so that the youth's progress and performance can be assessed and continued expenditure of ETV funds can be justified.

OCS staff and providers market the ETV program to youth and encourage them to participate. ETV providers coordinate with post-secondary educational institutions to provide brochures regarding the ETV program. Outreach efforts are made to educate foster parents and child care providers about ETV and the need to emphasize post secondary education and training for foster youth. Because a high school diploma or GED is required for most post-secondary education, younger youth are encouraged to complete high school or a GED program. The ETV program will continue to be marketed when it is centralized. The Louisiana Office of Student Financial Assistance has close working relationships with post-secondary educational institutions throughout the state and has a website that will be used to market the ETV program. The OCS transitional services staff has also developed a strong relationship with post-secondary educational institutions.

**Objective 6.1:** Increase the number of eligible youth who apply for the ETV program.

**Strategy 1:** OCS and ETV providers will work jointly to identify youth who are in post secondary institutions at the time they reach 21 years of age and notify them by mail at their last known address of their potential ETV eligibility. (Years 1-5)

**Strategy 2:** CFCIP providers, foster care providers, and the Foster/Adoptive Parent Association will be requested to notify young adults (no longer in the YAP program) with whom they maintain contact of their potential eligibility for the ETV Program. (Years 1-5)

**Strategy 3:** All post secondary institutions in the State will be provided brochures on the ETV and requested to inform any youth whose Free Application for Federal Student Aid

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(FAFSA) indicates previous foster care status of their potential eligibility for the ETV Program. (Years 1-5)

**Strategy 4:** Youth adopted or entering guardianship after attaining age 16 will be identified through TIPS, and their OCS worker will inform them of their potential eligibility for the ETV Program. (Years 1-5)

**Strategy 5:** TIPS will identify youth who are currently in foster care or the YAP program, and their OCS workers will inform them of their potential eligibility for the ETV Program and refer them to their regional ETV Coordinator. (Years 1-5)

**Strategy 6:** OJJ staff will identify youth in custody and notify the regional ETV coordinator who will determine eligibility for the ETV program. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

ETV outreach efforts are ongoing. Youth who are attending post-secondary educational institutions when they reach age 21 are notified by OCS workers and ETV providers of their continuing eligibility for the ETV Program up to age 23. OCS workers have been trained to provide information about the youth to ETV providers as part of the Youth Transition Plan and Connections for Permanency training. Young adults who are not in YAP but maintain contact with CFCIP providers, foster care providers and foster care workers are notified of their eligibility for the ETV program. ETV providers place brochures in post-secondary educational institutions and request that financial aid counselors inform any youth whose Free Application for Financial Aid (FAFSA) indicates previous foster care status of their potential eligibility for the ETV program. Youth who were adopted or entered guardianship after attaining age 16 are identified through TIPS and notified of their potential eligibility for the ETV program. Youth in foster care are informed of their eligibility for ETV and are referred to the regional ETV coordinator. OJJ staff identifies youth in custody and notifies the regional ETV coordinator who determines their eligibility for the program.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

All of the above activities will continue in FFY 2010. However, it is expected that regional ETV coordinators will be replaced with a centralized ETV function. Those activities previously performed by the regional ETV coordinator will be performed by the centralized ETV administrator whether that is OCS or the Louisiana Office of Student Financial Assessment (LOSFA). If the LOSFA becomes the ETV provider, the ETV program will also be marketed through the LOSFA website.

**Objective 6.2:** Eligibility for the ETV Program will be determined accurately based on present or previous foster care status and need for financial assistance.

**Strategy 1:** Present or previous foster care status will be determined through a review of the TIPS data system. (Years 1-5)

**Strategy 2:** Youth will complete FAFSA to establish cost of attendance as defined in section 472 of the Higher Education Act. (Years 1-5)

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**Strategy 3:** The youth's financial need will be calculated by the financial aid administrator at the post secondary institution by subtracting Pell Grant aid and aid from any other sources, such as scholarships, from the cost of attendance. (Years 1-5)

**Strategy 4:** Youth will provide documentation of cost of attendance and financial need as determined by the financial aid administrator to their ETV provider. (Years 1-5)

**Strategy 5:** Eligible youth will receive an ETV in the amount of the student's need, which shall not exceed the lesser of \$5000.00 per year or the actual cost of attendance to the extent that ETV funds are available. (Years 1-5)

**Strategy 6:** When the ETV amount is calculated, it will be divided so that the youth receives only half of the year's total each semester (except in that in the year the young adult turns 23, the entire payment is made at one time. (Years 1-5)

**Strategy 7:** ETV coordinator will report the amount of the ETV assistance to the post secondary institution to avoid duplication of benefits. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

Eligibility for the ETV program continued to be determined by current or previous foster care status as determined by a review of the TIPS data system and need for financial assistance as determined by the youth's completion of FAFSA to establish cost of attendance as defined in section 472 of the Higher Education Act. Financial need is calculated by the financial aid administrator at the post secondary institution by subtracting Pell Grant aid and aid from all other sources such as scholarships from the cost of attendance. Youth provide documentation of cost of attendance and financial need as determined by the financial aid administrator to the ETV provider, and receive an ETV in the amount of the student's need, not to exceed the lesser of \$5000.00 per year or the actual cost of attendance to the extent ETV funds are available. The ETV annual amount is divided so that the youth receives half of the year's total each semester unless the youth will turn 23 during the year. In that case, the entire payment is made at one time. The ETV coordinator reports the amount of ETV assistance to the post secondary institution to avoid duplication of benefits.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

Strategies 1 through 7 will continue into FFY 2010-2011. Any responsibilities currently met by the Regional ETV provider will be met by the centralized ETV administrator beginning July 2010. .

**Objective 6.3:** Youth's progress and needs will be monitored.

**Strategy 1:** Periodic reviews of the youth's progress will be made to assure that the youth receives the services to meet educational or training needs and achieve educational goals. (Years 1-5)

**Strategy 2:** The youth will submit grades at the end of each semester or each quarter to the ETV coordinator and case manager. (Years 1-5)

**Strategy 3:** ETV coordinator and case manager will review grades to evaluate youth's progress and performance to determine justification for continued expenditure of funds. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

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Periodic reviews of the youth's progress are made to assure that the youth receives the services necessary to achieve educational goals. Youth submit grades to the ETV coordinator and case manager at the end of each semester or quarter, and the ETV coordinator and case manager review the grades to evaluate the youth's progress and performance to determine justification for continued expenditure of funds.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

Strategies 1 through 3 will continue with responsibilities currently met by the regional ETV coordinator being met by the centralized ETV administrator after July 1, 2010.

**Objective 6.4:** Options will be explored to determine the most effective method to administer the ETV program. (Years 1-2)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

OCS has continued to explore options to determine the most effective way to administer the ETV program and has narrowed the possible options to two: administer the program in-house at the state office level or enter into an inter-agency agreement with the Louisiana Office of Student Financial Assessment. A final decision is expected by July 1, 2010.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

Upon conclusion of the transfer of ETV administrative functions to the OCS State Office or the Louisiana Office of Student Financial Assessment (Strategy 7), OCS will continue monitoring the administration of the program to determine whether the new system is meeting expectations and providing the desired level of service.

**Goal 6 Measurements:**

**Goal 6, Measurement 1:** The number of youth who apply for the ETV program will be monitored.

Number of ETV Applications					
	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
Not Available	75				

**Goal 6, Measurement 2:** The total number of ETV vouchers awarded each year and the number of new vouchers awarded each year will be monitored.

Number of Education and Training Vouchers Issued						
	<b>Baseline:</b> FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
Total Vouchers	132	129				
New Vouchers	65	55				

**Goal 6, Measurement 3:** The ETV program for each CFCILP provider will be monitored quarterly by State Office OCS staff to evaluate compliance with contractual requirements using the provider monitoring instrument. Corrective actions will be required for noted deficiencies.

State Office Staff did visit with each independent living provider at least once per quarter, monitored each program and required corrective actions as indicated by the reviews.

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**Goal 6, Measurement 4: The average amount of ETV funds per youth will be monitored.**

Average ETV Amount per Youth Served					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
\$2263.00	\$2977.53				

**Goal 6, Measurement 5: The number of youth who receive ETVs will be monitored.**

Number of Youth Served by ETV Program					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
154	129				

**Goal 6, Measurement 6: The percentage of ETV participants with good outcomes (graduated from college or vocational school or continued in college or vocational school with satisfactory progress) will be monitored.**

Successful ETV Outcomes					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
85%	85% (3% Graduated)				

**Change:** Purpose/Goal 7 has been added to conform to the requirements of ACYF-CB-PI-10-09. Measurement 6 from Purpose/Goal 6 has been removed from that section and renamed as Measurement 2 of Purpose/Goal 7. Consequently, Measurement 7 in Purpose/Goal 6 has been renumbered Measurement 7 and Goal 7 from the Louisiana CFSP has been renumbered Goal 8.

**Purpose 7: Provide Services to youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption:** Youth who left foster care for adoption or guardianship at age 16 or older are informed by their worker of their continued eligibility for CFCIP services and potential eligibility for ETV services when the youth leaves foster care. TIPS is being used to identify such youth as OCS develops a specialized tracking system for these youth. Additionally, with the transfer of ETV management to the Louisiana Office of Student Financial Assistance, all youth who indicate former foster care status on the federal financial aid application will be screened for ETV eligibility.

**Objective 7.1:** Be aware of youth who leave foster care for adoption or kinship guardianship, and inform them of their rights to Chafee and ETV Services.

**Strategy 1:** Monitor TIPS for the number of youth who are adopted or enter kinship guardianship at age 16 or older.

**Strategy 2:** Revise policy to require that workers inform youth who leave foster care for adoption or Kinship Guardianship at age 16 or older of their right to continue CFCIP life skills participation and of potential ETV eligibility.

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**Goal 7, Measurement 1: The number of youth who left foster care for adoption at age 16 or older.**

Number of Youth Who Left Care for Adoption at 16 or Older					
FFY 2008	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
NA	9				

**Goal 7, Measurement 2: The number of youth who left foster care for Kinship Guardianship at age 16 or older.**

Number of Youth Who Left Care for Kinship Guardianship at 16 or Older					
	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
NA	0				

**Objective 7.2:** Assure that CFCIP Providers continue to provide services to youth who have left foster care for adoption or kinship guardianship at age 16 or older.

**Strategy 1:** Request that CFCIP providers inform the OCS Transitional Living Services state office staff of the number of youth being served who left foster care for adoption or kinship guardianship at age 16 or older. (FFY 2010)

**Strategy 2:** Compare the number of youth being served by CFCIP providers who left foster care for adoption or kinship guardianship at age 16 or older to assess effectiveness of information provided to youth. (2011 and ongoing)

**Strategy 3:** If the number of youth being served by CFCIP providers is significantly lower than the number of youth who left foster care for adoption or kinship guardianship at age 16 or older, explore reasons for difference and initiate corrective action as needed (2011 and ongoing).

**Goal 7, Measurement 3:** The number of youth who left foster care for kinship guardianship or adoption at age 16 or older who participate in CFCIP life skills training will be measured.

Number of Youth Who Left Care for KG or AD Served CFCIP					
FFY 2008	FFY 2009 (Baseline)	FFY 2010	FFY 2011 (Baseline)	FFY 2012	FFY 2013
NA	N/A	N/A			

**Objective 7.3:** Be aware of the number of youth who left foster care for kinship guardianship or adoption at age 16 or older

**Strategy 1:** Request ETV provider to notify OCS ETV recipients who left foster care for kinship guardianship or adoption at age 16 or older

**Goal 7, Measurement 4: The number of youth who left foster care for kinship guardianship or adoption at age 16 or older who receive ETVs will be monitored.**

Number of Youth Who Left Care for KG or AD Served by ETV Program					
	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
NA	0				

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**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):** The Louisiana Guardianship Assistance Program was implemented in April 2010. Youth have been informed upon leaving care for Adoption at age 16 or older of their continued eligibility for Chafee and ETV services. To date, no youth have left foster care for kinship guardianship.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):** Inform youth who leave foster care for adoption or kinship guardianship of their right to continue to receive Chafee services and of their potential eligibility for ETV services. Request that Chafee and ETV providers notify OCS of participation of these youth. Revise foster care policy regarding case closure to require documentation of notification to these youth of continued eligibility for Chafee and potential ETV eligibility.

**Goal 8: Enable youth to become empowered to advocate for services for themselves and youth statewide.**

**Objective 8.1:** Continue to support the development of the statewide Louisiana Youth Leadership Advisory Council (LYLAC) comprised of four youth from the Greater New Orleans Region and two youth from each of the other regions to give youth a voice in decisions affecting them. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

OCS has continued to support the statewide Louisiana Youth Leadership Advisory Council (LYLAC). LYLAC is comprised of four youth from the Greater New Orleans Region and two youth from each of the other regions. LYLAC meets quarterly when a quorum can be present at varying locations to enhance participation of youth from various areas of the state. LYLAC provides opportunities to learn leadership skills and provides a voice for youth in agency decisions affecting them.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

OCS will continue to support LYLAC.

**Objective 8.2:** Establish nine Regional LYLAC boards to address regional concerns with one representative of each regional board serving on the statewide board. (Years 1-5)

**Update on Progress/Specific Accomplishments (October 1, 2009 to Present):**

OCS has established three regional LYLAC boards in addition to the Greater New Orleans Regional board which was established in FFY 2008. The additional boards are located in Alexandria, Lafayette and Monroe and Thibodaux Regions.

**Activities Planned (FFY 2010-2011 [October 1, 2010-September 30, 2011]):**

OCS will continue to support the existing regional boards and will expand regional boards into additional regions.

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**Goal 8 Measurements:**

**Goal 8, Measurement 1: The average number of attendees at Statewide LYLAC board meetings will be monitored along with board member positive activities.**

Statewide LYLAC Participation and Activities						
	Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
Average number attending State LYLAC board meetings	14	14				
Average number attending in-state and out-of-state conferences per occurrence	2	14				
Average number of invitations sent to elected and appointed officials to attend LYLAC meetings	2	3				
Average number of appearances before legislators and local governing bodies.	3	0				

**Goal 8, Measurement 2: The development and positive activities of LYLAC Regional Boards will be monitored.**

Regional LYLAC Participation and Activities						
	Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013
Number of regional boards established	1	4				
Number of times members attend conferences	N/A	1				
Number of times members present at conferences	N/A	1				
Number of times members represent LYLAC on local or state matters including interacting with elected and appointed officials	N/A	10				
Number of invitations of members to sit as stakeholders on various boards	N/A	10				
Number of opportunities to appear as witnesses on matters before the state legislature or local governing bodies.	N/A	0				

**Youth Involvement in Plan and Other State Agency Efforts:**

The Louisiana Youth Leadership Advisory Council (LYLAC) is a statewide leadership development group with a total of 20 members representing each region of the state. LYLAC members are 16 to 21 years old. Youth plan their own meetings, develop the agenda, and invite speakers who come in to train the group in areas such as learning how to tell their own stories and advocate for youth in foster care. LYLAC members have numerous opportunities to develop leadership skills including attending national conferences, appearing before the legislature to advocate for themselves, and participating in agency policy development both generally and as it relates to specifically to issues of transitioning youth.

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Representatives of LYLAC were not able to attend the kick-off meeting in March 2009 when development of the CFSP began because the meeting occurred when they were in school. A copy of the CFCIP/YAP/ETV plan has been mailed to LYLAC board members and two members attended the Continuous Quality Improvement Consumer and Community Stakeholder meeting on June 18, 2009 where the CFSP was discussed. Those who were not able to attend the meeting were offered the opportunity to make written comments. Three youth attended the Child and Family Services Review (CFSR) kickoff in June 2009, served on a panel discussion during the meeting, and served on committees and focus groups to prepare for the CFSR and participated in CFSR on-site. Two youth participated in the CFSR on-site debriefing and exit on March 12, 2010. Youth will also participate in Program Improvement Plan (PIP) development and implementation.

OCS is currently undergoing reaccreditation, and LYLAC members have participated in stakeholder groups in several regions during the accreditation process to provide feedback on the services they receive.

In FFY 2008, one regional LYLAC group was formed in the Greater New Orleans Region. In FFY 2009, four additional regional LYLAC group were formed in Alexandria, Monroe, Thibodaux and Lafayette Regions. Regional LYLAC groups will continue to be implemented until there is one in each region of the state. There is not a minimum age requirement for the regional groups.

OCS has hired a Youth Advocate who was in foster care. The youth works for OCS part time while attending Southern University. Her duties include serving on the inter-departmental Systems of Care workgroup; participating in policy development; and surveying OCS staff, providers and youth.

**Training:**

Two Youth Independent Living Conferences (one in North Louisiana and one in South Louisiana) were held in FFY 2009. The conference for the northern part of the state was held in June 2009 at the Volunteers of America in Shreveport. The conference for the southern part of the state was held in July 2009 at Nichols State University in Thibodaux. CFCIP funds were used to cover the \$13,000 costs of the two 2009 conferences. The 2010 youth conferences will be held in June 2010 in Monroe and Hammond. The budget for 2010 has been drastically reduced to approximately \$3000 for each conference. and each year thereafter. The Youth Advisory Boards, CFCIP providers and OCS staff work jointly to develop and present the conferences which are presented in a "Reality City" format offering youth the opportunity to make important life decisions in a safe environment and provide information on educational and career opportunities. These conferences will continue to be held annually.

Leadership training was provided as a part of the 2009 Foster/Adoptive Parent Conference and at the 2009 Together We Can Conference. NRCYS staff came to Louisiana to assist youth in preparing for presentations at the Foster/Adoptive Parent Conference in January 2009. Youth told their stories to conference attendees based on the skills they had learned. ELEVATE, the youth leadership board from Iowa came to Louisiana to help youth develop leadership skills during the Youth Summit held as a part of the Together We Can Conference in October 2009. On the final day of the conference, Louisiana youth led groups, summarized information from

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the groups, and made presentations to conference participants using the skills they had learned during the conference.

CFCIP providers will continue to provide specialized training and consultation for foster parents and other child care providers to build skills in working with this older youth in care. The Ansell-Casey Life Skills Assessment will be used to involve foster parents and residential providers in the independent living skills training our youth receive.

Fiscal shortfalls resulted in OCS staff not being able to attend a national independent living conference during FFY 2009, but they did attend the Together We Can conference in Louisiana. The OCS Independent Living/Transitional Services Program Coordinator participated in a teleconference with other CFCIP coordinators in May 2009, and has participated in quarterly conference calls coordinated by ACF Region VI for CFCIP Coordinators in Region VI. CFCIP providers attended several National Conferences including Daniel Memorial and Pathways to Independence. Louisiana youth attended Together We Can.

Ansell-Casey Life Skills Assessment training was provided jointly OCS staff and Methodist Children's Home staff for 11 residential treatment provider staff in Alexandria. Another training was provided for three staff members at the Volunteers of America (CFCIP provider) in Shreveport during FFY 2009. These trainings will continue to be presented each year as needed.

In order to assure that permanent connections are developed as early as possible in a child's foster care experience, Louisiana Connections for Permanency was expanded by providing OCS Child Protection Investigation and Family Services workers and supervisors training in searching for family connections during October 2009 through January 2010. Foster Care and Adoptions workers and supervisors who had received this training in the past participated as refresher training.

Training with the NRCYS, the Court Improvement Project, Office of Juvenile Justice and the courts concerning reunification and case planning for transitioning youth, especially those who have Alternative Plan Living Arrangements (APLA) goals was planned for FFY 2009, but has not yet occurred as a result of the focus on multi-disciplinary training on the Fostering Connections to Success Act.

OCS continues to utilize technical assistance through the NRCYS to determine best practices for the management of ETV funds. OCS staff and NRCYS staff met in January 2010. Part of the meeting concerned working with Lutheran Social Services of the South to develop a mentoring program for youth and evaluation of the program.

**Trust Funds**

Louisiana does not place CFCIP funds in trust funds for youth.

**STATISTICAL AND SUPPORTING INFORMATION**

**Education and Training Vouchers:**

The actual final expenditure of the ETV allocation of \$386,284 for FFY 2008 was \$386,284.

**Continuing and New ETVs by Year**

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<b>FFY</b>	<b>Total Vouchers</b>	<b>New Vouchers</b>
2006-2007	129	62
2007-2008	132	65
2008-2009	147	55
2009-2010 (as of 4/30/10)	80	35

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**PROMOTING SAFE AND STABLE FAMILIES TITLE IV-B, SUBPART 2**

State and local share spending for Title IV-B, Subpart 2 for FFY 2008 for comparison with the 1992 base year amount indicates that \$12,216,599 was spent, of which, \$9,162,449 was federal funds and \$3,054,150 was state general funds. The agency assures that significant portions of expenditures will be made in these four areas and is proposing to use the following percentages for Title IV-B, Subpart 2 funding:

- Family Prevention and Support Services (PSS) – 22.5% - Community-based services that promote the well-being of children and families and are designed to increase the strength and stability of families.
- Family Preservation (FP) – 22.5% - Services for children and families designed to help families at risk or in crisis and maintain the safety of children in their own homes; support families who are preparing to reunify or adopt, and assist families to obtain support to address their multiple needs in a culturally sensitive manner
- Time Limited Reunification Services (TLR) – 22.5% - Services and activities that are provided to a child who is removed from the child’s home and placed in a foster family or a child care institution, and to the parents or primary caregiver of such a child, in order to facilitate the reunification of the child safely and in a timely fashion.
- Adoption Promotion and Support Services (APSS) – 22.5% - Services and activities designed to encourage more adoptions out of foster care as well as pre and post-adoptive services and activities.

The agency has taken a number of actions steps to meet the goals of safety, permanency and well being through the use of Promoting Safe and Stable Families (PSSF) resources. Services provided for prevention and family support, family preservation, time-limited reunification and adoption promotion and support include the following:

**Service/Program Description:** In-home services and post-adoption case management support services are offered through Resource Centers in order to assist families with permanency. Major services provided include parenting, family skills training (mentoring) and information, referral and advocacy services.

**Service/Program Description:** Preventive Assistance (PAF) and Reunification Assistance Funds (RAF) are funds to provide “basics of living” needs and assistance to prevent out of home placement and to families being prepared for reunification. (PSS & TLR)

**Service/Program Description:** Infant Team is a specialized, multi-disciplinary assessment and treatment targeted to the needs of very young abused and neglected children and their immediate caregivers. (PSS & TLR)

**Population Served:** The target population is very young abused and neglected children 0-60 months and their immediate caregivers in Jefferson and Orleans Parishes and the Greater Baton Rouge area. The infant team programs are specifically designed to meet multiple complex needs of young abused and neglected children and their caregivers.

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**Updates to accomplishments in FFY 2009-2010**

Currently, three programs provide specialized assessment and treatment for very young abused and neglected children and their immediate caregivers in Jefferson Parish (The Tulane/JPHSA Infant Team), Orleans Parish (The Permanency Infant and Preschool Program in New Orleans), and the Greater Baton Rouge area (The Infant, Child and Family Center). The Jefferson Parish program is led by Dr. Charley Zeanah and the Tulane University School of Medicine's Department of Psychiatry and Neurology and administered through the Jefferson Parish Human Services Authority. The Orleans Parish program is led by Dr. Joy Osofsky and Dr. Amy Dickson and the LSU Health Sciences Center's Division of Infant, Child and Adolescent Psychiatry which also administers the program. The Greater Baton Rouge Program is led by a community collaborative facilitated by Dr. Jan Kasofsky and Capital Area Human Services Authority staff.

In addition to the three programs that provide specialized assessment and treatment for very young abused and neglected children and their immediate caregivers, the Infant Mental Health consultation project (Supportive Enhancement of Care-giving Responsiveness, Lafayette OCS {SECRLOCS}) continues in the Lafayette Region. Through a contract with Tulane University, specialized training in infant mental health has been completed with OCS staff in Lafayette, St. Martin, and St. Mary Parishes. The training is the first step in implementing an infant mental health consultation and evaluation program for foster care workers and supervisors in the three parishes. The consultation model to be implemented over the next 3 years consists of two types of augmented services to foster care workers and supervisors. One group of workers will have access to a warm line which they can call to consult about any cases involving young children. The second group will be assigned a clinical consultant with whom they will meet via video or telephone on a weekly basis. All consultations are intended to provide a means of translating state of the art knowledge in infant mental health to workers as they work with families. The effectiveness of the consultations in addressing children's needs, supporting foster parents in effective care giving, and increasing competencies and resiliencies of workers and supervisors will be carefully evaluated during the 3 year period.

This project provides consultation to four foster care units in Lafayette Parish, one unit in St. Martin and one unit in St. Mary Parish. Dr. Zeanah continues monthly phone consultation with the District Managers from each parish and Tulane consultants provide weekly consultation meetings with foster care workers. In-person consultation to observe visits between biological parents and their children is also provided. Consultants assist with visitation and home visit planning. Foster parents receive consultation regarding the children in their home. A total of 41 OCS staff members currently receive the infant mental health consultation.

Data continues to be collected regarding foster care workers attitudes towards childrearing, as well as burnout and stress, in order to assess the impact of the consultation on these factors. Data is also collected with 35 foster parents regarding the impact of the SECRLOCS project on their attitudes towards childrearing, feelings and commitment towards the children in their home, parenting stress, and the development and attachment behaviors of the children in their home. The Regional Program Specialist is assisting with data collection efforts, as the project has been unable to hire an additional research consultant.

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The Infant, Child, and Family Center was established in August 2007 to provide comprehensive multidisciplinary assessment and mental health treatment services for high risk children birth to 6 years of age utilizing the Child Screening, Assessment, Referral, and Treatment (Child SART) model. For the first half of 2008, DSS/OCS has contributed funding to this collaborative project. An initial special focus of the program has been upon substance exposed infants. In SFY 2008-2009, 54 referrals were received. Approximately 10% of the cases were no shows for scheduled appointments. Approximately 60% of referrals completed neuro-developmental evaluations. The wait time from referral to intake was on average one week to three weeks, with the majority seen within one week of being contacted. The wait time from the referral to a neuro-developmental evaluation was between one week to three weeks after the initial referral. A total of 34 referrals were from Foster Care (FC), two from Adoptions (AD), five from Child Protection Investigations (CPI), and 13 were from the Family Services (FS) Program.

The agency continued to work closely with the Tulane/JPHSA Infant Team to collaborate with the Team through referrals to substance abuse, adult psychiatry services, child psychiatry services, vocational and housing assistance services for families, and other emergency services.

**Infant Mental Health Training**

**Tulane/JPHSA Infant Team:** In addition to weekly staffings at the Infant Team Clinic, in which Jefferson Foster Care case Managers and supervisors attended case conferences and ongoing “curbside consults” with workers and supervisors, the Infant Team also was invited to train all staff in the Jefferson region in infant mental health in general and the Infant Team activities in particular. This training was conducted in January 2008. The team served primarily children and families in Jefferson Parish, but also from St. Bernard and Plaquemines Parishes on selected cases. The Infant Team also served as an important training site for mental health professionals from around the state. This past year 14 different mental health professionals from East Carroll (1), Desoto (3), Baton Rouge (2), Lafayette (1), Orleans (1), Ouachita (2), St. Tammany (2), Terrebonne (1), and Jefferson (1) Parishes were trained through a combination of onsite and distance learning approaches. In addition to these OMH trainees, the Infant Team also provided didactic training via distance learning to DSS Quality Start Mental Health Consultants in each region of the state.

**Activities Planned in FFY 2010-2011:**

The agency will work more closely with ICFC to increase referrals in all parishes that are served by this program. Ascension parish will not be included in the next MOU since they are no longer in the Baton Rouge Region. The agency will continue to work closely with and collaborate with the infant teams in Jefferson and Orleans regions as well. The SECRLOCS project plans to collect follow up data with workers every six months for the remainder of the project. The project consultants will also conduct more face-to-face interviews with workers in the spring of 2010.

**Gaps in Services:**

**Mental health needs of infants and families served by the child welfare system, outreach processes, and extent of specialized services:**

With the exception of the limited number of children served in the Screening Assessment Referral and Treatment (SART) program at the Infant Child and Family Center in Baton Rouge, most children and families 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 may access

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specialized infant mental health services through the Early Childhood Supports and Services program, but the vast majority are not receiving specialized assessment and treatment services. Please refer to the chart below for the percentages of children residing in foster care under the age of 5, the percentages of new foster care entries of children under the age of five and the percentage of these children residing in the New Orleans area.

<b>FFY</b>	<b>Percent of children in foster Care Statewide under age 5</b>	<b>Percent of new entries in foster Care Statewide under age 5</b>	<b>Percent of foster children residing in the New Orleans area</b>
2007-2008	43%	47.5%	7.9%
2008-2009	47.6%	48.0%	9.8%
2009-2010			
2010-2011			
2011-2012			
2012-2013			

Very young foster children typically have been seriously abused and/or neglected by their parents. They have been removed from their homes and placed in a new home, with individuals they may or may not know, during a critical period of typically incredible growth and development in the human life cycle. They often are disproportionately developmentally delayed and also have greater emotional and cognitive problems than children generally. Such difficulties may relate to the abuse and/or neglect, attachment and loss issues arising from removal and placement in a new home, as well as biological factors and environmental conditions present in the child’s life generally. In sum, very young foster children typically have multiple needs, some of which (such as the relationship between them and their parents which led to the initial abuse and/or neglect) are very complex.

Children come to the attention of the child welfare system through a reporting system whereby individuals concerned about a child’s safety and well-being call the DSS/OCS to report their concerns. If the report contains sufficient evidence of possible abuse or neglect, an investigation is initiated. Recent federal Child Abuse Prevention and Treatment Act amendments and related state legislation have expanded the expected intervention of DSS/OCS to include substance affected infants. State law mandating the reporting of infants exposed to controlled dangerous substances was amended in 2007 to add children exposed to severe and chronic alcohol exposure. These infants and their families often have mental health needs as well.

Additional gaps in the SECRLOCS project are due to budget limitations and the inability to have face to face consultation and the lack of access to up to date technology and web-conferencing capabilities.

**Resource Center Program Description:** Family Resource Centers provide services such as respite, supervised family visitation, information and referral, advocacy, parenting classes, psychotherapy, support groups and training to families served by OCS. There are 10 contracted resource center providers operating statewide through multi-year contracts. OCS monitored contracts and provided assistance to resource center providers/contractors through regional

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liaisons and State Office staff. Monthly monitoring reports were also completed for each provider.

Regional liaisons review and approve invoices, assist in addressing budget matters, and facilitate regular meetings between OCS local staff and family resource center staff. Additionally, they discuss pertinent OCS policy with family resource center staff, invite family resource center staff to OCS trainings and meetings, and address issues identified by family resource center staff and/or OCS staff. (PSS, FP, TLR & APSS)

**Update to Activities in FFY 2009:**

Due to a decline in state and federal revenues to support child welfare services, funding to support regional Family Resource Centers was cut by 37% in SFY 2008-2009. Beginning July 1, 2009, changes occurred in the Family Resource Center (FRC) contracted services. Respite services will no longer be provided through the FRC contracts and as of June 30, 2009.

Traditionally, respite has been a service provided by many FRC's whether through recreational activities for children in foster care or through arranging a respite caregiver for a child when a foster/adoptive parent needed relief from the care-giving responsibilities for a child in foster care. Staff are exploring community resources for other available recreational activities. FRC's will provide three (3) CORE services: Parenting, Visit Coaching and Mentoring.

Parenting: 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(s) due to their evidence of effectiveness with the child welfare population; but can only be facilitated by persons who have attended the training required by the program author: 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; Strengthening Families; Systematic Training for Effective Parenting, including Effective Black Parenting

Visit Coaching: This service will primarily target children in foster care, but can benefit in-home families as well. Visit coaching helps the parent take charge of their visits and demonstrate more responsiveness to their child's needs. For families in the Nurturing Parenting Program (NPP) program, the "family time" component will be expanded to accommodate this service and will serve as that parent's visit.

Family Skills Training: Family Skills Training services are those services focused on targeted skill building and may be facilitated in the client's home or other designated locations. Mentoring services were loosely defined so the services may be tailored to meet each client's specific needs.

Regional Prevention Specialist and State office staff assisted workers in making transition plans for their clients who were receiving services by the FRC's which were not one of the three core services. New referral forms were available on July 1, 2009.

Due to budget constraints, nine (9) Family Resource Centers are contracted with to provide services in designated areas of the state rather than eleven (11) as in previous years. The three Family Resource Centers that were eliminated include Baton Rouge Volunteers of America (VOA), Kingsley House in St. John Parish and Positive Steps in Covington. The services provided and clients served by these centers will be absorbed by neighboring resource centers.

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The current FRC's in existence include VOA in North Louisiana and VOA in Greater New Orleans, Nicholls State University Department of Family & Consumer Science in Thibodaux, The Extra Mile, Inc. in Lafayette, Community Support Programs and Project Celebration in Shreveport, ULM-Family Matters in Monroe, Southeastern Louisiana University (Discovery) in Baton Rouge and a newest FRC in Covington, Renew. This FRC is under the same parent agency as Discovery in Baton Rouge (Southeastern) and will provide services to the Covington Region.

**Gaps in Services**

Transportation continues to be an issue for families accessing services through the resource centers. Family Resource Centers are required to assist families in the development of a transportation plan when rendering services. However, lack of funding has also been a major issue prohibiting the expansion of services (including transportation) offered through the resource centers.

**Activities Planned in FFY 2010-2011**

The agency will continue to refer clients to FRC's for parenting, mentoring and visit coaching. Regional Prevention Specialist will continue to monitor referrals for appropriateness to ensure that the services are provided to those that are at highest risk.

**Service/Program Descriptions:** Foster/Adoptive Recruitment Efforts/Adoption promotion: State and regional recruitment/retention plans are developed annually by state office and regions. The agency promotes adoption awareness through the annual Governor's mansion celebration. The agency continues to receive some assistance from Wendy's Wonderful Kids in the recruitment of adoptive families. (PSS, APSS) Children available for adoption are photo listed on the DSS website, Louisiana Adoption Resource Exchange (LARE), and AdoptUSkids website.

**Update to Activities in FFY 2009:**

Enhancements to the LARE Photolisting and National Exchanges are in process. Regional recruiters have solicited the assistance of local professional photographers who are providing quality photos of our adoptive children on a regular basis. These photos are replacing the digital ones on their LARE profiles and have brought about a positive response from internal and external stakeholders. The recruitment supervisor now facilitates the follow-up of families to the Adopt-Us-Kids and Adoptions Photolisting sites. All referrals are monitored and followed up by recruitment staff effective July 2009 and will afford a better tracking of referrals and recruiters will become integral in ensuring that persons who inquire are routed to the correct person or process with less chance of disruption. It has already been noted that the number of inquires generated through these electronic Photolistings is not realized in the number of outcomes to the local offices. Recruitment staff is working to track these inquiries and increase this area of outcome for children in OCS custody.

**Activities Planned in FFY 2010-2011:** Recruiters will continue to ensure that persons who inquire are routed to the correct person or process with less chance of disruption. Recruitment staff will work to track these inquiries and increase this area of outcome for children in foster care.

**Service/Program Description:** Louisiana Advocacy Support Team (L.A.S.T.)

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Louisiana Advocacy Support team (L.A.S.T.) provided support to foster and adoptive parents facing child protection investigation allegations of abuse and neglect. The Louisiana Foster and Adoptive Parent Association (LFAPA) sub-contracted with the University of Louisiana Monroe Family Connections Family Resource Center in Monroe to administer the L.A.S.T. program. The Family Resource Center provided office space, a statewide toll free line, and a foster/adoptive parent staff member that served as a coordinator and a point of reference for foster/adoptive parents with concerns and issues related to support, community resources, and agency policies, rights and responsibilities. Foster/adoptive parents served as L.A.S.T. volunteers in each region that referred other foster/adoptive parents within each region to L.A.S.T. for assistance and support. Each call that was made to L.A.S.T. was documented and shared with LFAPA's liaison from DSS/OCS in the form of a quarterly report. These reports, that included the nature of each call, in turn gave the Department vital information that was utilized (along with other assessment activities) to identify training needs for both staff at DSS/OCS and foster/adoptive parents. Volunteers from each local office's foster parent association served as liaisons that referred foster parents to L.A.S.T. for supportive purposes.

In 2009, L.A.S.T. hosted 5 trainings throughout Louisiana whose audience included both staff from the DSS and certified foster/adoptive parents from each prospective region. The Defensive Parenting trainings were interactive, and provided a platform for staff and foster/adoptive parents to interact, share, and problem-solve regarding best practices, all in the spirit of teamwork. This training was coordinated by L.A.S.T. along with the home development regional recruiter in the Covington region at Southeastern Louisiana University in June, Shreveport Region in April, Baton Rouge Region in May and at the annual conference in Shreveport in February. It is ultimately utilized as a break out session training given at the Annual Foster Parent Conference in Hammond in February 2010 and hosted in the Monroe Region in January 2010. LAST hopes to collaborate with child protection investigator staff from the department of social services in order to incorporate continued education regarding the services they provide, and to explore additional avenues to join supportive efforts.

LA R.S. 46:286.2-286.4, LA Foster Parent Bill of Rights (Act 439 of 2003 and Act 122 of 2007) grants foster/adoptive parents the right to permit a member of the L.A.S.T. team to accompany them to meetings with departmental staff during investigations and grievance procedures. In 2009, L.A.S.T. team members attended numerous meetings in several regions in Louisiana for educational and supportive purposes. The foster parent handbook was provided to each newly certified foster/adoptive parent throughout the State of Louisiana, and included in each handbook was Appendix J (LA Foster Parent Bill of Rights) that is also available on-line via the DSS website.

DSS has contracted three years of a multi-year contract with the Louisiana Foster and Adoptive Parent Association (LFAPA) for the period of 7/1/2007 to 6/30/2010.

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**DECISION MAKING PROCESS**

The Agency has used two basic decision making approaches in securing family support services provided through funding from Title IV-B, Parts 1 and 2, CAPTA, Chafee, and ETV.

OCS will continue the Request for Proposals (RFP) process in the creation of the Family Resource Centers, establishment of Chafee Independent Living Providers, Education and Training Voucher Providers, and Residential and Residential Placement, Private Foster Care and Transitional Living Providers. All regions of the State are included in the RFP process.

Critical components of the RFP process include:

- Needed services are described in the RFP and agencies are required to explain how they will provide the needed services.
- Services solicited will continue to be multi-faceted, community oriented, and tailored for a particular area and client, with services provided in the family home if possible. The goal is to have a variety of services that are otherwise unavailable in their community. Services will be provided in a culturally sensitive manner by employing persons from the community and also through an awareness of the ethnic and cultural backgrounds of the families served.
- The Providers that are contracted through the RFP process will continue to be monitored and evaluated by agency staff to refine, improve and expand services.

As an example of the RFP process, in 2007 an RFP was issued to solicit Chafee Foster Care Independence Program Providers. The process began with informational meetings, followed by agencies submitting proposals. The proposals were reviewed by several teams that consisted of OCS and Office of Juvenile Justice staff, and recommendations were based on the degree to which the proposals met the specific requirements explicit in the RFP. The outcome of this process was awarding contracts to six existing providers and three new providers, resulting in better geographic coverage of the state by the providers.

The Agency will provide family support services by selecting agencies and organizations through a state approved contracting process. This process seeks to find needed services based on the availability of agencies with these services in a given geographical area. A variety of programs have historically been funded in this manner including the Infant Team Assessment Model and Intensive Home Based Services in the Orleans District. These programs are monitored and evaluated on an on-going basis by both local and state office staff.

A major consideration in the decision making process for family support services is to explore how the agencies will be community-based. OCS will continue to seek out organizations that provide community-based services to include services sought in a particular area to meet the needs of our clients and satellite offices may be established in areas accessible to clients (ex. rural areas where location and transportation can present barriers to service access).

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**TRAINING ACTIVITIES TO BE FUNDED THROUGH TITLES IV-B, IV-E AND XX**

The Louisiana Department of Social Services, Office of Community Services (OCS) supports staff development and proposes a responsive training plan that supports the goals and objectives of the Child and Family Services Plan (CFSP) for 2010-2014. The training and staff development plan presented in this section addresses the Title IV-B programs and Title IV-E requirements and other related but separate training needs, objectives, and initiatives that reflect the ever changing nature of staff preparation and training at the beginning, intermediate, and advanced levels of knowledge, skills, and attitude. Further, the training and staff development plan includes an ever expanding use of nationally recognized experts and resources (ex. Casey Family Programs and CWLA), some of whom will be provided through the National Resource Center Network for Training and Technical Assistance, the Louisiana Child Welfare Comprehensive Workforce Project (LCWCWP was established within Louisiana State University in partnership with DSS/OCS through Children's Bureau funding), and the Louisiana Child Welfare Workforce Alliance (LCWWA). The Alliance includes university expertise, internal training resources, and locally available resources. Training is ever changing and OCS will address the shifting training needs through a variety of approaches and resources to be responsive to the future. During the past year, a number of training curricula were updated to reflect changes brought about by the Fostering Connections to Permanency and Increasing Adoptions Act, but no new trainings were developed and/or added to the training plan.

Training content supports and enhances cross-system coordination and consultation and training sessions are open to various levels of agency staff, foster and adoptive parents, providers and community partners. The agency will resume its notification of scheduled training to American Indian tribal representatives. All courses are directed at enhancing the knowledge and skills of participants in order to perform their jobs in a competent manner to benefit the children and families served within the child welfare system. The location of these trainings is generally at the agency's state office located in Baton Rouge, Louisiana but if there is a cluster of trainees in a particular area of the State, the trainers may elect to go to that particular area to provide the needed training, which is cost effective, budget and time-wise.

The agency utilizes Title XX, Social Services Block Grant funds and Title IV-E funds for training. The agency also utilizes Title IV-B, Subpart 2 funds for administrative costs for training. Title IV-B, Subpart 2 funds are used primarily for trainers' salaries. The non-federal match includes state general funds and in-kind funds.

**Estimated Total Cost/Indication of Allowable Title IV-E Administration**

The training costs allocated to Title IV-E are based on Random Moment Sampling (RMS) procedures and "stat sheets" prepared by training staff. "Stat sheets" serve to document and track training activities. RMS procedures capture the levels and types of staff activities that may be claimed as Title IV-E allowable administrative expenditures.

OCS expended \$8,213,862 (amount includes federal funds and state general funds) in allowable Title IV-E cost during FFY 2008 - 2009. These costs were funded with 75% federal and 25% state general funds. For the 2010 FFY, (based on Title IV-E 1) \$8,236,178 (amount includes state general funds and federal funds) is the projected cost of Title IV-E foster care training. State general funds, in the amount of \$6,802,488, are allocated for foster care training and \$256,556 for adoption training. Random Moment Sampling data is used to determine the percentage of IV-E funding to be used for foster care and adoption training.

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The agency utilizes a random moment sampling process that identifies training activities as well as other activities. Depending on the function, the allowable federal funds are claimed. Costs deemed matchable as 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.

<b>Category of Expenditure</b>	<b>Actual FFY 2009</b>	<b>Projected FFY 2010</b>	<b>Projected FFY 2011</b>	<b>Projected FFY 2012</b>	<b>Projected FFY 2013</b>	<b>Projected FFY 2014</b>
<b>Salaries</b> -cost allocated expenses for staff in the field and state office including stipends	\$4,303,095	\$5,357,856	\$4,389,157			
<b>Travel</b>	\$6,880	\$19,734	\$7,017			
<b>Operating Services</b> -advertising, printing, maintenance of equipment, rental of equipment and buildings, utilities, telephone services, postage, building security, dues and subscriptions, etc	\$37,455	\$75,349	\$38,204			
<b>Supplies</b>	\$,7316	\$10,764	\$7,462			
<b>Acquisitions</b>	0	\$6,279	0			
<b>Interagency Transfers</b> -services provided by other state agencies for services such as telephone, insurance, building rentals, indirect cost, printing and advertising	\$3034,177	\$2,509,371	\$3,094,861			
<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.	\$824,938	\$990,772	\$1,092,760			
<b>Total</b>	<b>\$8,213,862</b>	<b>\$8,970,125</b>	<b>\$8,629,461</b>			

**Title IV-E Stipends:**

A limited number of stipends are made available to qualified OCS employees each year contingent upon adequate funding. For FY 2010, the agency awarded 3 employee stipends. Unfortunately, there will be no employees stipends awarded for FY 2011 due to budget cuts and

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a hiring freeze. The stipends provide 75% of the employee's salary and full educational leave for up to two academic years to complete a full time MSW program at Louisiana State University, Southern University in New Orleans, or Grambling State University (accredited graduate schools with OCS approved Title IV-E child welfare curricula).

Additionally, educational stipends are awarded to non-employees with the expectation that the individual agrees to work for OCS after graduation. A contract is developed between the agency and the stipend recipient. Upon graduation the agency's training section works with the Director of Field Services to place each student based on need in the allowable programs of Family Services and Foster Care. Along with the Director of Field Services, Regional Administrators ensure that IV-E stipend recipients do not work in unallowable positions. The stipend amount for the Bachelors of Social Work (BSW) student is \$5,500 for all universities and the stipend for the Masters of Social Work (MSW) student is \$7,500. The entire amount of each contract is charged to IV-E to pay for educators' salaries, curriculum development, special community projects, recruitment/retention projects (focused on addressing the relationship with workers and foster/adoptive parents), and office supplies, etc. The stipend amounts are administered through our contracts with the seven universities and are funded at 75% Federal and 25% non-Federal match within those budgets.

**Educational Stipends of Persons Preparing for Employment FFY 2009-2014**

State (Public) University	# of BSW / MSW Stipends					
	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013	FFY 2014
Southern Univ. at New Orleans (SUNO)	3-BSW 4-MSW	1 BSW 4 MSW				
Grambling State Univ. (GSU)	2-BSW 3-MSW	3 BSW 3 MSW				
Southern Univ. Baton Rouge (SUBR)	6-BSW 0-MSW	0 MSW 6 BSW				
Univ of La at Monroe (ULM)	2-BSW 0-MSW	0 MSW 5 BSW				
Northwestern State Univ. (NSU)	4-BSW 0-MSW	0 MSW 4 BSW				
Southeastern La Univ. (SLU)	6-BSW 0-MSW	0 MSW 6 BSW				
Louisiana State Univ (LSU)	4-MSW	5 MSW 0 BSW				

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State (Public) University	# of BSW / MSW Stipends	# of BSW / MSW Stipends	# of BSW / MSW Stipends	# of BSW / MSW Stipends	# of BSW / MSW Stipends	# of BSW / MSW Stipends
	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013	FFY 2014
Annual Total # BSW stipends/ Cost (\$5000 each)	23 Stipends/ \$115,000	25 Stipends \$5500. each \$137,500.				
Annual Total #MSW stipends /Cost (\$7000 each)	11 Stipends/ \$77,000	12 Stipends \$7500. each \$90,000.				

**University Contracts**

During a portion of this reporting period the agency contracted with Louisiana State University (LSU) for the training of ACESS computer data entry program to OCS staff utilizing SSBG funds. Since the end of that contract this training has been completed by OCS trainers.

Workforce development and child welfare training have been identified as agency priorities to further improve services to children, youth, and families. To that end, the agency continues to work with state (public) universities in developing and enhancing the comprehensive system of training that serves staff and foster parents. Northwestern Louisiana University (Natchitoches, Louisiana) serves as the lead university for the OCS and university partnerships. The agency expects that this partnership will grow even stronger as we efforts to build a skilled and competent workforce in Louisiana.

**Fostering Connections to Success and Increasing Adoptions Act of 2008 (P.L. 110-351)**

As part of the Fostering Connections to Success and Increasing Adoptions Act of 2008 (P.L. 110-351), there are numerous changes to the training curricula that has occurred and that will be needed for the successful implementation of the Act. The agency is committed to providing kinship/guardianship assistance payments to relatives and has developed policy for the service. The agency has incorporated the following requirements of the Fostering Connections to Success and Increasing Adoptions Act of 2008 in current trainings:

- Assure that school age Title IV-E recipients are full time students unless they are incapable of attending school full time due to a medical condition. This information has been incorporated into the New Worker Orientation, Model Approach to Partnerships in Parenting-Group Participation and Selection, and Foster Care Assessment and Case Planning.
- Due diligence to identify and notify adult relatives within 30 days of a child’s entry into foster care. This requirement has been incorporated into New Worker Orientation, Child Protection Investigation/Alternate Response Family Assessment/Family Services fundamental decision making trainings. This information is also included in a booklet, titled “6 steps to permanency” that is provided at the New Worker Orientation. The agency is working to include this requirement in the Foster Care Assessment and Case Planning training.

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- Reasonable efforts to place siblings together or provide on-going interaction unless contrary to the welfare of the child is incorporated into New Worker Orientation, Foster Care Assessment and Case Planning and Home Development trainings.
- Creation of a detailed, personalized, transition plan for youth within 90 days of emancipation from foster care is incorporated into Foster Care Assessment and Case Planning, all adoption courses, and the new OCS residential liaison trainings.
- Training of staff, relatives/guardians and other community partners was initiated in January 2010 in collaboration with the Court Improvement Project and Louisiana CASA (i.e. guardians ad litem, CASA, court personnel, etc.).

**Initial In-Service Training Program for New or Reassigned Employees**

The OCS Child Welfare Staff Development Curriculum is built around a model incorporating a multidimensional approach to learning by offering varied learning experiences relating to specific competencies. Learning experiences are categorized into three levels of professional maturation - basic, intermediate and advanced. Some courses span two levels.

Basic and intermediate competencies are addressed in the core curriculum courses. These courses build on each other and are therefore taken in a specified sequence. Some portions/modules stand alone and may be taken at any time, such as Physical Indicators of child Maltreatment and Worker Safety, each of which is offered within the New Worker Orientation. Staff is legally mandated to complete the core curriculum for their program assignment within six months after receiving case assignments. Through this approach, the agency provides staff with one of the most comprehensive child welfare curriculum in the country.

OCS continues to work on expanding the curriculum for New Worker Orientation. The first revisions and what is currently New Worker Orientation training for newly hired professional staff is three weeks of formal training. Current calendaring provides one week in the office following the first week of training and then returning for the remaining two weeks consecutively. This curriculum provides fundamental knowledge and skills needed for child welfare services delivery that are common to the Child Protection Investigations, Alternate Response and Family Assessment, Family Services and Foster Care program areas. Each training day builds upon the preceding one and each week builds upon the other. Prior to attending the New Worker Orientation, newly hired workers are required to complete a pre-orientation Structured Activity Time exercise. This exercise includes activities that would assist the new worker, under the guidance of their supervisor, in being oriented to their parish office, with policies, procedures and forms, and to their community service providers and stakeholders. The new workers are to bring their completed Structured Activity Time exercise and their OCS Desk Resource with them to the New Worker Orientation training as most of the activities they completed are used as examples and, in reflection, during the application and integration processes of the training. The OCS Desk Resource is also used by newly hired staff and experienced staff. It is a compendium of all relevant Child Welfare laws, specific DSS policies and procedures on issues such as dress code, weapons, ethics, confidentiality, and the agency's vision, mission and core values, etc.

Included in the training content: Safety and Risk Assessment; Structured Decision Making; and Casework Assessment and Case Planning with the Family; ACESS System; the Court System and OCS; Exploring Issues: Substance Abuse, Mental Illness and Domestic Violence; Basic Interviewing; the Casework Process; Intake and Screening; The Laws, Legal and Allegations

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Definitions; Objective Documentation; Cultural Competency; and Separation and Attachment, Working with the Family, Intake and Screening and Ethics..

For additional information on ongoing training in the core curriculum, please refer to the OCS Training and Staff Development Chart on the following pages. Courses in the core curriculum are also described in detail in the 2009-2010 OCS Staff Development and Training Catalog and the duration of each course/training is listed as well as the individuals targeted as participants. Courses are provided for an estimated 25 participants per session; however, the number of participants for courses for newly hired/reassigned employees may vary depending on the number of staff who are hired or reassigned to a different/new program area.

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Training Activity	Description	Title IV-E Admin. Functions & Allowance, if NOT SSBG funded	Setting/Venue	Duration/# (days/Hours/# of Annual Sessions Full Time)	Provider	Targeted Participants (Audience)	Estimated Cost/Session	# Participants per Session
ACCESS	Basic instruction in the proper use of the ACCESS system in which all Child Protection Investigation forms are created and stored. Provides procedures for opening the 3 types of ACCESS cases: intake, household and investigation.	Not Primarily Related to Social Work 50/50	State Office Location	6 hours, Short Term	OCS Trainers	All levels of staff	Min \$60 - \$225 Max \$2125	Minimum 10 – Maximum 30, depending on computer lab capacity; More as requested.
Advanced Practice Certificate Program in Adoption and Foster Care Competency	Ten sessions exploring critical issues of adoption & foster care. Syllabus approved by Hunter College of School of Social Work . Certificate jointly issued by Hunter College and of NASW-LA	Case Management 75/25	State Office Location	90 hours, Long term (10 sessions)	Consultant, Dr. Gary Mallon, and coordinated by SO Trainer	Adoption Specialist, Adoption Unit Supervisors, Home Development or Foster Care Supervisors/ Workers, First Line Adoption Supervisors with a minimum of 5 years experience with Agency	MIN \$4107 MAX \$10,044	Maximum of 35
Adoption Assessor Training Tier I	Directed at increasing the skills of adoption staff. Primary Topics – effective communication with	Case Management/ Core 75/25	State Office Location	24 hours, Short-term (1 Session)	OCS Trainers	Adoption, Home Development & Foster Care staff	MIN \$60 – \$185 MAX \$4900 - \$9615	Minimum of 10; Maximum of 25

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	child, assessing needs, preparing child for adoption. Selecting an appropriate placement, helping child to integrate past and present. Assessment of adoption. Families examined and cross-cultural adoption issues are addressed.							
Adoption Assessor Training Tier II	Primary topics-cultural issues in permanency planning, achieving permanency through interagency collaboration, openness in adoption and gathering/documenting background information	Case Management/ Core  75/25	State Office Location	24 hours, Short-term (1 Session)	OCS Trainers	Adoption, Home Development & Foster Care staff	MIN \$60 - \$815  MAX \$4900 - \$9615	Minimum of 10; Maximum of 25
Attention Deficit Disorder – A new ADDitude	History of ADD, characteristics, causes, the 5 types of ADD, symptoms, assessment, medications and treatment types, the law and ADD as well as educational accommodation options will be presented	Case Management  75/25	Regional Locations and State Office Location	5 hours, Short-term (2-4 Sessions)	OCS Trainers	All levels of staff & foster parents	MIN \$60 - \$255 MAX \$2010	Minimum of 10; Maximum of 25
Basic First Aid	Basic Training in first aid procedures, general principles, medical emergencies and injury emergencies	Not Primarily Related to Social Work  50/50	Regional Locations & State Office Location	4 hours, Short-term (4-8 sessions)	American Heart Association & OCS Trainers	All levels of staff with direct client contact & foster parents	MIN \$60 MAX \$255	Minimum of 10; Maximum of 30
Bloodborne Pathogens	Required within 3 months of hire and annually thereafter. Gives participants a	Not Primarily Related to Social Work	Computer Based Training	1 hour Short-term (all staff annually)	Computer Based Training; Notification	All levels of staff	No estimate available	N/A

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	general understanding of hazards associated with the exposure to blood in the workplace and basic methods to help minimize exposure. Gain basic understanding of the potential hazards of exposure to blood, basic principles of OSHA	50/50			by Safety staff			
CFSR	Focuses on providing participants with an overview of the CFSR. Safety, Permanency & Well-being are explained, discussed and applied to case examples	General Child Welfare 75/25	Regional Locations & State Office Location	6 hours, Short-term (1 Session)	OCS Trainers	Foster Care, Home Development, Adoption, CPI, and QA staff	MIN \$60 MAX \$345	Minimum of 10; Maximum of 25
Child Sexual Abuse; Investigation and Assessment	Explores basics of child sexual abuse, myths and facts. Basic skills needed to intervene in and manage cases of child sexual abuse; exploration of psychodynamics of family system and each role in the family, effects of abuse, interviewing techniques and intervention roles, etc.	Case Management 75/25	State Office Location	18 hours, Short-term (2-6 Sessions)	OCS Trainers	Foster Care, Home Development, CPI, Family Services and Adoptions	MIN \$60-\$255 MAX \$2010-\$4958	Minimum of 10; Maximum of 25
Clerical & Para-professional Support Staff training	To familiarize staff with responsibility as mandated reporters, provides overview of physical indicators of child maltreatment, legal definitions of	General/Social Work 75/25	Regional Locations and State Office Location	6 hours, Short-term (2-8 sessions)	OCS Trainers	All clerical and paraprofessional support staff	MIN \$60 MAX \$375	Minimum of 10; Maximum of 30

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	abuse and neglect; organizational ethics, cultural competency and worker safety							
Coaching/Mentoring Supervisor's Initiative	The initiative is designed to develop needed skills for supervisors through monthly meetings, ongoing group consultations, periodic observations and individual consultations. The courses involved in this initiative are: Effective Leadership; Achieving Excellence in Staff Performance; Building a Cohesive Work Team; Promoting Growth and Development Through Supervision; Case Consultation & Supervision; and Managing Effectively in the Organization.	General/ Social Work  50/50	Regional Locations and State Office Location	Over the course of several months, Long-term (average of 2 sessions)	Contract	Supervisory Staff (Specialist 4 and above)	No estimate available	22
Child Protection Investigation, Alternative Response, Family Services Case Decision Making (CPI/ARFA/FS Case Decision Making)	Provides program specific skills & knowledge building decision making using the Susan Wells model; specialized interviewing skills for clients with disabilities & difficult behaviors; risk and safety assessment.	Case Management  SSBG only	State Office Location	32 hours, Short-term	OCS Trainers	CPI, ARFA, Family Services and QA staff	MIN \$60-\$335  MAX \$2285-\$5180	Minimum of 10; Maximum of 25

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Cultural Competency – Building Bridges not Walls	To heighten employee awareness of personal values and to increase acceptance of differences. Emphasis placed on accepting differences.	General/Social Work 75/25	Regional Locations and State Office Location	9 hours, Short-term (2-4 sessions)	OCS Trainers	All levels of staff	MIN \$60-\$815 MAX \$2080	Minimum of 10; Maximum of 25
Driver Safety	Required for all staff every 3 years	Not Primarily Related to Social Work/ 50/50	Computer Based Training	1 hour, Short-term	Computer Based Training	All levels of staff and student interns	No estimate available	Required for all staff every 3 years
Driving on the Ethical Highway	Focuses on the NASW & OCS Codes of Ethics. Framework for dealing with ethical challenges is presented. Emphasis on Agency's Core Values and their support to Practice	Ethics 75/25	Regional Locations and State Office Location	3 hours, Short-term	OCS Trainers	All levels of staff	MIN \$60 MAX \$335	Minimum of 10; Maximum of 25
Equal Opportunity Employment Commission	To develop/improve staff awareness of discrimination laws as they relate to employment, supervision and service delivery.	Not Primarily Related to Social Work 50/50	Regional Locations & State Office Location	3 hours, Short-term (1-2 sessions)	OCS Trainers	All levels of staff and foster parents	MIN \$60 MAX \$180	Minimum of 10; Maximum of 30
Emergency Planning/Preparedness	Preparation for planning for emergency situations caused by natural and manmade disasters. Special emphasis for planning with Foster Parents and Foster Children.	Not Primarily Related to Social Work 50/50	Regional Locations & State Office Location	3 hours, Short-term (10+ sessions)	OCS Trainers	All staff and foster parents	MIN \$60 MAX \$180	Maximum of 30

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Ethical Principles	Focus is on Louisiana and NASW code of ethics, OCS vision, core values and mission.	Ethics 75/25	Regional Locations and State Office Location	3 hours, Short-term (6-12 sessions)	OCS Trainers	All staff	MIN \$60 MAX \$180	Minimum of 10; Maximum of 30
Facilitation Skills	Builds on competencies obtained during MAPP/GPS Leader Certification. Focus on facilitation skills and effective presentations to potential Foster and Adoptive Parents.	General /Social Work 75/25	State Office Location	18 hours, Short-term (1-2 sessions)	OCS Trainers	Home Development Staff	MIN \$60-\$815 MAX \$4900	Minimum of 10; Maximum of 25
Foster Care Assessment and Case Planning with Family	Program specific skills and knowledge.	Case Management/ Core Curriculum 75/25	State Office Location	32 hours, Short-term (4-6 sessions)	OCS Trainers	Home Development, Foster Care, Family Services, Adopt. & QA staff.	MIN \$60-\$335 MAX \$2285-\$5180	Minimum of 10; Maximum of 25
ICPC	Learn provisions of the interstate compact on the placement of children and review procedures related to the compact along with the forms and supporting documents that are part of ICPC packet. Communication protocols, home study content and travel approval requirements are explained in detail.	General /Social Work 75/25	Regional Locations and State Office Location	4 hours, Short-term (4-6 sessions)	OCS Trainers	Home Development, Foster Care, Adoption and QA staff. Also open to CPI and FS staff	MIN \$60 MAX \$375	Minimum of 10; Maximum of 30
Independent Living/Positive Youth Development	Focuses on providing staff and foster parents with the tools to take a positive approach in working with youth.	Case Management 75/25	Regional Locations and State Office Location	9 hours, Short-term (6-10 sessions)	OCS Trainers	Home Development, Foster Care, Adoption, QA, CPI and FS staff, supervisors,	MIN \$60-\$815 MAX \$2010-\$4860	Minimum of 10; Maximum of 25

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						management staff, foster parents and adoption petitions staff		
Leadership	Focus is on developing future leaders within the agency and to strengthen our current management staff through supervision and monitoring efforts.	General/Social Work 50/50	State Office Location	18 hours, not always done, offered annually	OCS Trainers	Programmatic staff, QA staff, supervisors, managers, foster parents and adoption petitions staff	No estimate available	Varies
Life Books	To provide workers with practical skills to assist children and caregivers in developing Life Books that provide a record of the journey through foster care including placements and documentation of family members and significant events.	Case Management  75/25	Regional Locations & State Office Location	6 hours, Short-term (scheduled as needed) (2-4 sessions)	OCS Trainers	Adoption, Home Development, Foster Care staff & Quality Assurance	MIN \$60 – \$345  MAX \$2295	Minimum of 10; Maximum of 25
Louisiana Standardized Child Passenger Safety Awareness Program	To create awareness of the importance of child passenger safety education in preventing child passenger deaths and injuries and to provide standardized information. Provides information on protecting children and reducing liability.	General/Social Work (Safety and Health)  50/50	Regional Locations	5 hours, Short-term	Louisiana Passenger Safety Task Force	All staff that transport children and foster parents	There is no charge for this class through LPSTF	15
Maximizing Job Performance	Promotes cultural diversity awareness and development of skills and practices to ensure safety, permanency and	Case Management  50/50	Regional Locations and State Office Location	6 hours, Short-term (scheduled as needed)	OCS Trainers	All staff	MIN \$60-\$345  MAX \$2295	Minimum of 10; Maximum of 25

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	wellbeing of children.							
Model Approach to Partnership in Parenting/Group Preparation and Selection Assessment	Provides staff with information to use a group process to train & assess foster /adoptive parent applicants as placement resources for the agency. The twelve skills taught in MAPP/GPS are presented and integrated into the home assessment.	Case Management 75/25	State Office Location	18 hours, Short-term (scheduled as needed)	OCS Trainers	Home Development, Foster Care and Adoption staff	MIN \$60-\$815 MAX \$4900	Minimum of 5; Maximum of 25
New Worker Orientation (NOW)	This 3 week curriculum provides fundamental knowledge and skills needed for child welfare service delivery that are common in the primary program areas.	Case Management and Core Curriculum 75/25	State Office Location	88 hours, Short-term (up to 12 per year)	OCS Trainers	All newly hired child welfare workers and supervisors	MIN \$18 MAX \$2358	Maximum of 30
Physical Indicators of Child Maltreatment	Slide presentation of physical indicators of child abuse and neglect (from Amer. Ped. Ass'n.). History given by caretaker versus Doctor's findings, behavioral indicators associated with CA/N, objectively describing worker observations, etc. *DAY 3 of NWO training.	Case Management and Core Curriculum 75/25	Regional Locations and State Office Location	6 hours, Short-term (12 sessions as part of NOW; scheduled as needed)	OCS Trainers	All professional level staff, paraprofessional staff with direct client contact	MIN \$60 MAX \$375	Minimum of 10; Maximum of 30

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Prenatal Substance Exposure; The Alcohol/Drug Affected Newborn	Prepared to give workers the information needed to address the issue and allegation. The effects of prenatal alcohol and/or drug exposure are: the effects of prenatal exposure, interventions for the child, current legislation and policies and procedures are discussed.	Case Management 75/25	Regional Locations and State Office Location	4 hours, Short-term (as needed but a minimum of 4 sessions)	OCS Trainers	All programmatic staff	Min \$60 Max \$345	Minimum of 10; Maximum of 30
Sexual Harassment in the Workplace	Designed to make staff aware of what constitutes sexual harassment in the workplace. Definitions are provided as well as legal statutes and agency policy.	Not Primarily Related to Social Work 50/50	Regional Office Locations	1 hour, Short-term (scheduled as needed)	OCS Trainers and Regional Training Coordinators	All staff	No extraordinary training costs involved	
Stress Management	Focuses on management of stress in everyday life and in professional situations. Four basic ideas are addressed beginning with a look at what stress is and its psychological effects.	General /Social Work 50/50	Regional Locations or State Office Location	5 hours, Short-term (104 sessions)	OCS Trainers	All staff and foster/adoptive parents	MIN \$60 MAX \$345	Minimum of 10; Maximum of 25
Structured Activity Time (SAT)	This prerequisite of NWO familiarizes new workers with community resources, local court preferences & procedures, location of stakeholders, case record documentation,	Case Management Core Curriculum 75/25	Regional Office Locations	At participants pace	N/A	All new child welfare workers and supervisors	N/A	N/A

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	etc.							
Substance Abuse: What Every Person Should Know	Provides basic information on substance abuse and its relationship to child maltreatment. Focus is on drug classification and indicators of substance abuse.	Case Management 75/25	Regional Locations or State Office Location	5 hours, Short-term (1-4 sessions)	OCS Trainers	Para professional staff, foster/ adoptive parents and professional staff without direct client contact	MIN \$60 MAX \$345	Minimum of 10; Maximum of 25
Substance Abuse: Working with the Family	Basic information on substance abuse & its relationship to child maltreatment. Effects of substance abuse, indirectly and directly, on each developmental group are covered along with interventions. Relapse dynamics and family risk assessment techniques are discussed and applied to case scenarios.	Case Management 75/25	State Office Location	21 hours, Short-term (2-4 sessions)	OCS Trainers	All professional level staff	MIN \$60-\$815 MAX \$4900-\$9615	Minimum of 10; Maximum of 25
Substance Exposed Newborn	Provides information on prenatal substance exposure: effects, legislative changes, policy and interventions for the newborn and growing child. Informs worker of the issue and allegation of the alcohol affected newborn or drug affected newborn.	Case Management 75/25	State Office Location	4 hours, short Term	OCS Trainers	Child Protection Investigations staff and all other programs staff	MIN \$60 MAX \$345	Minimum of 10; Maximum of 30
Supervisory Module 1: Effective Leadership	Examines experiences / issues of new supervisors, the first	Case Management	State Office Location	12 hours, Short-term (2+ sessions)	OCS Trainers	All Supervisors	MIN \$60-\$225 MAX \$2010-\$4810	Minimum of 10; Maximum of 25

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	key tasks, and provides supervisors with an opportunity to examine their leadership style.	75/25						
Supervisory Module 2: Achieving Excellence Through Supervision	Supervisors emphasis on quality and results influences the level of staff performance. The play a central role in motivating staff to achieve the Agency's outcomes and goals. This course helps supervisors explore how they dramatically affect the learning and development of their staff.	Case Management 75/25	State Office Location	11 hours, Short Term	Consultant , Marsha Salus, and coordinated by SO Trainer	All Supervisors	MIN \$60 - \$225 MAX \$2010 - \$4810	Minimum of 10 Maximum of 25
Supervisory Module 3: Building a Cohesive Work Team	Provides information on team development, team problems and strategies for handling them. Develops awareness of conflict management styles and enhancing abilities in managing conflict.	Case Management 75/25	State Office Location	11 hours, short term	Consultant, Marsha Salus, and coordinated by SO Trainer	All Supervisors	MIN \$60 - \$225 MAX \$2010 - \$4810	Minimum of 10; Maximum of 25
Supervisory Module 4: Promoting Growth and Development Through Supervision	Explores stages of staff development, assessing learning styles & developmental needs of staff; addresses the transfer of learning & driving & restraining forces affecting this process. Generational aspects of management are provided.	Case Management 75/25	State Office Location	11hours, Short-term	Marsha Salus, and coordinated by OCS Trainer	All supervisors	MIN \$60 - \$225 MAX \$2010 - \$4810	Minimum of 10 Maximum of 25
Supervisory Module 5: Case Consultation and	Geared toward building self-awareness in	Case Management	State Office Location	12 hours, Short-term (2-	OCS Trainers	All supervisors	MIN \$60-\$540	Minimum of 10; Maximum

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Supervision	caseworkers – this course demonstrates how supervisors play a critical role in assuring interventions provided to clients facilitate achievement of outcomes. Requires supervisors to review and evaluate caseworker activities and processes and to provide consultation to workers.	75/25		4 sessions)			MAX \$4900-\$9615	of 25
Supervisory Module 6: Managing Effectively in the Organization	Prepares supervisor to be part of the larger organization; to change and adapt agency policies, to be part of program development and implementation. Explores their role in the relationship between their supervisees and upper management and how to facilitate it. Explores stages of change and how to prepare their staff for it. Explores different styles of change behaviors and how to manage each.	Case Management  75/25	State Office Location	6 hours, Short-term	Marsha Salus, and coordinated by OCS Trainer	All supervisors	MIN \$60 - \$540 MAX \$2010 - \$4810	Minimum of 10 Maximum of 25
Time Management	Offers several self-assessments to give awareness and insight to participants as to what their time management style is, as	General Child Welfare  50/50	Regional Office Locations or State Office Location	5 hours, Short-term (1-4 sessions)	OCS Trainers	All staff and foster/adoptive parents	MIN \$60 MAX \$345	Minimum of 10; Maximum of 25

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	well as, tips on how to change that style to be more efficient as employees and in their personal lives.							
Title IV-E Student Interns Orientation Training	Offers interns Physical Indicators of Child Maltreatment, Worker Safety, Overview of OCS Policy, Ethics, Basic Interviewing, Child Welfare Legislation, and the Foster Care Program.	Case Management/ Core Curriculum  75/25	State Office/ Centralized Location(s)	12 hours, Short-term (2-4 sessions)	OCS Trainers	All Title IV-E student interns and any other student interns	MIN \$6/trainee  MAX \$6/trainee plus \$195 per night travel costs for trainer	Varies
Violence in the Workplace	Designed to make staff aware of what constitutes as violence in the workplace.	Not Primarily Related to Social Work  50/50	Regional Office Locations	1 hour, Short-term (1-2 sessions)	OCS Trainers and Regional Training Coordinators	All levels of staff	No extraordinary training costs involved	Varies based on location
Worker Safety	Provides overview of personal safety issues while in the field and during home/office contacts. Factors & unique situations that place workers at risk are reviewed. Practical suggestions & policy protocol are presented as well as universal precautions.	General Social Work/Core Curriculum  50/50	Regional Office Locations or State Office Location	6 hours, Short-term (12 sessions)	OCS Trainers	Newly hired employees and all other staff who have not completed the course	MIN \$60  MAX \$345	Minimum of 10; Maximum of 25

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Training Category & Title IV-E Administrative Function	Categories of Trainees	SFY 7/2/2009 – 4/2010	
		Actual # Trainees	Total # Hours
General/Social Work	Staff and Foster Parents	1107	4,502
Case Management/ Clinical	Staff and Foster Parents	2538	21,795
Ethics	Staff and Foster Parents	69	207
Not Primarily Related to Social Work	Staff and Foster Parents	142	684
<b>Core Curriculum: * DUPLICATED IN ABOVE CATEGORIES</b> New Worker Orientation: (88 participants and 2788 hrs.) CPI/ARFA/FS Case Decision Making: (45 staff and 1440 hrs.) Foster Care Assessment & Case Planning with the Family: (51 staff & 1632 hrs.) New Worker Orientation ACESS: (34 staff and 204 hrs.) Title IV-E Student Intern Orientation : (53 students and 636 hours)	Staff, Intern Students and Foster Parents	*271	*6,700

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<b>Regional AdHoc Category for Courses</b>	<b>Staff and Foster Parents</b>	<b>5,291</b>	<b>12,672.5</b>
<b>GRAND TOTAL</b>		<b>9,147</b>	<b>39,859.0</b>

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**Cost Allocation Methodology:** Louisiana is entitled to federal matching funds for the proper and efficient administration of the State plan. The State's federally approved Cost Allocation Plan (CAP) identifies which costs are allocated and claimed under Title IV-E and other benefiting programs. This approved CAP is in compliance with 45 CFR 1356.60.

The agency 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. The agency also utilizes Title XX, Social Services Block Grant funds for training.

Under section 474(a)(3)(B) of the Social Security Act, the state agency makes claim for available federal financial participation at the 75% rate and, when appropriate at the 50% rate, for the short-term training of current or prospective foster or adoptive parents and the members of the staff of state-licensed or state approved child care institutions providing care to foster and adopted children receiving assistance under this part, in ways that increase the ability of such current or prospective parents, staff members, and institutions to provide support and assistance to foster and adoptive children, whether incurred directly by the state or by contract. These costs are isolated in expense forms submitted for processing and contracts with trainer review for approval.

**Methods to Measure/Outcome Measures:** Trainers are required to complete an evaluation summary after every training session and submit it along with the individual trainees' training evaluations at the end of each 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.

During the 2010-2014 reporting period, the agency expects to be able to provide evaluation information regarding every course or training session through the implementation of a MOODLE based dynamic training system. This central training data system will also include the title of the training, the date(s) of the training session(s), the total number of credit hours per session, and the actual continuing education credits (CEUs) received by each participant during that training.

**Activities planned for FY 2010- 2014:** Implement the central training data system effective June 2009

- Deliver and monitor the revised New Worker Orientation (NWO) training curriculum
- Continue to develop new courses, revise currently offered courses and offer trainings on the core curricula which include New Worker Orientation; CPI/ARFA/FS Case Decision Making; and Foster Care Assessment and Case Planning with the Family as well as training on other Title IV-E administrative functions.
- Continue work on developing university partnerships
- Expand strategies for an appropriate transfer of learning into practice
- Advance the creation of a Louisiana Child Welfare Center for Excellence

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- On-going court/legal education on child welfare issues.

**Update of Accomplishments for FFY 2009-2010:** The agency began using MOODLE as it centralized training data system in June of 2009. While this method is far superior to previous methods of tracking training, staff is still learning to fully utilize the tool and the system continues to need adjustments. During year one of the 5-year plan, training curricula has been updated, adjusted and revised to address statewide initiatives, feedback from trainees and the LCWCWP and the LCWWA and state and federal legislation. During this time period, the Louisiana Child Welfare Workforce Alliance (LCWWA) reached consensus on core competencies for universities educating students working toward a BSW. Updates to the training curricula and the work in identifying core competencies for universities included the use of results from DACUM (Developing A CurriculUM) workshops held with high performing incumbent workers.

The agency has instituted activities on expansion of transfer of learning which include feedback to regional administrators on new workers' performance and teleconferences with participants of the New Worker Orientation. At the conclusion of the NWO training, the trainers are required to provide feedback to the Regional Administrators with the expectation that the information will be forwarded to the supervisors on each trainee in regards to their participation in class, completion of assignments either in group activity or as independent work, support of group members, promptness, etc. This feedback alerts the supervisors to strengths as well as needs observed by the trainers that can be utilized as needed to further assist the workers in their professional development. Transfer of information is occurring because the Regional Administrators have confirmed that the feedback is passed on to the appropriate supervisors for each new worker and anecdotally feedback has been received from a few workers whose supervisors shared with them the content of our trainers' feedback. Prospectively, the information will also be shared directly with each new worker's immediate supervisor and district manager.

Additionally, each cohort of new employees is asked to participate in two follow-up teleconferences approximately one month and two months following completion of the three-week NWO. Each trainee is given the opportunity to respond to three primary questions: (1) How many case assignments have you received (since completion of training) and what type of cases are they? (2) Have you been receiving the support you need from your supervisor and co-workers? (3) How have you been utilizing what you learned in Orientation training? What has been helpful? And, is there anything you could have used, that you did not receive during the NWO training?

In 2009 Louisiana stakeholders met to begin decision-making for a Louisiana Center of Excellence. The discussions have led to the following preliminary decisions: The Center of Excellence should include both the child welfare and juvenile justice systems and focus on prevention, early intervention, status offenders, and Child in Need of Care cases. Activities for the Center of Excellence would include approving and coordinating training for some or all stakeholders; policy development and advisory role to local or state government; technical assistance to help local jurisdictions with special projects; disseminating evidence-based research and best practice information; and conducting evidence-based research, including demonstration projects.

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A report on the concept of a Center of Excellence will be presented to the Chief Justice and to the Secretary of the Department. After discussions at this level, the plan will be presented to each major stakeholder group and they will be asked to identify their current training priorities and the programs already set to provide training. This potentially will include training on Fostering Connections and the changes in progress for legal representation for children.

**Activities Planned for FFY 2010-2011:** The agency will continue to fine tune the use of MOODLE in tracking staff and foster/adoptive parent training and move towards a web-based platform for targeted training curriculums. Work will also continue on NWO by incorporating feedback from participants and their supervisors and in collaboration with the LCWCWP. The Alliance will continue to meet to address issues that may arise in strengthening the state/university partnership and moving forward in preparing MSW students for employment in child welfare. Additionally, the agency will continue to partner with the Court Improvement Project to develop as Center for Excellence in the state.

- Develop the tool within MOODLE for evaluation of trainings to provide thorough assessments that present needed improvements in each course.
- Provide Id Scanners to State Office Training Section and Regional Training Coordinators for expediting the import into MOODLE the trainees' completion of trainings.
- Determine appropriate courses for web based learning to be utilized by staff rather than classroom presentation.
- Familiarize training staff on the use of the ARTICULTAE program (including engaging with compelling interactions, quizmakers, presenter narrations and video encoder) for developing web based courses within MOODLE.
- Utilize Webex for short instructional trainings; for the expansion of transfer of learning with participants of the New Worker Orientation and feedback to regional administrators on new workers' performance and for ongoing training of Regional Training coordinators in utilizing the MOODLE learning management system.
- Ongoing review of the NWO feedback process from trainees and supervisors and appropriate incorporation of enhancements
- Ongoing collaboration with the Alliance committee developing competencies for the MSW student

For more information regarding these activities and training goals and objectives, refer to the Resources section of this document on page 202.

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**EVALUATION AND TECHNICAL ASSISTANCE**

**Research in Support of OCS Programs FFY 2010:** The Agency continued to participate in a variety of surveys and research projects with academia or other sources. The Agency utilized the results to increase quality practice, expand knowledge and to identify and utilize exemplary models of child welfare practice. The Agency participated in university-based surveys both from within the state and nationally. The Agency cooperated with federal site visits regarding demonstrations of exemplary models of funding utilization and program implementation using funding from the Social Services Block Grant.

Current Research projects that the State is engaged in include the following:

- **Louisiana Child Welfare Comprehensive Workforce Project**  
Louisiana State University (LSU) School of Social Work, in partnership with the State of Louisiana Department of Social Services Office of Community Services, (DSS/OCS) and the Louisiana University Child Welfare Training Partnership proposes to establish the Louisiana Child Welfare Comprehensive Workforce Project (LCWCWP) (Priority Area II) with funding from the Children's Bureau. The purpose of this project is to improve safety, permanency, and well-being outcomes for children and youth by building the capacity of Louisiana's child welfare professionals and by improving the systems in the State that recruit, train, supervise, manage, and retain them.  
The research relates to Goal 2, Objective 2.3- Training in the RESOURCES section of the new 5 year plan on page 127.
- Evaluation of the Statewide Implementation of a Parent Education Program In Louisiana's Child Welfare Agency: The Nurturing Parenting Program (NPP) for Infants, Toddlers, and Pre-School Children: This study examined, through a pre-post test study design, the effectiveness of the NPP as implemented on a statewide basis within the Office of Community Services (OCS). Conducted by: Rhenda H. Hodnett, Karen Faulk, Amy Dellinger, Erin Maher.
- Research concerning maltreatment rates by the Casey Family Program is expected to provide feedback by late 2010.

**Technical Assistance**

The Children's Bureau, Administration for Children and Families (ACF), makes available to states an array of national child welfare resource centers whose purpose is to provide states with training and technical assistance (TA) to improve services to children and families as well as to implement PIP related projects. OCS values highly the TA provided by ACF and the resource centers and is thankful for the assistance and expertise. The current TA plan is directed at ensuring favorable outcomes for children and families in the areas of safety, permanency and well-being as well as systemic factors that impact services. Additionally, the activities undertaken in this technical assistance plan support the goals and objectives of the 2010-2014 CFSP.

During this time period the Children's Bureau, Administration for Children and Families, contracted with JBS International to coordinate and monitor training and technical assistance for

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states. The chart below lists TA that was completed with the assistance and coordination of the National Resource Center for Organizational Improvement and prior to the change over to JBS. The chart below provides information ongoing TA initiated while T/TA was being coordinated by NRCOI and carried over to work with JBS.

<b>OUTCOME / PROGRAM AREA</b>	<b>ACTIVITY (TA)</b>	<b>NRC LEAD</b>	<b>LA LEAD</b>	<b>STATUS</b>
A1. Safety	Alternate Response Implementation <ul style="list-style-type: none"> <li>• Support implementation expansion</li> <li>• Evaluate implementation of assessment</li> <li>• Integrate evaluation with case review</li> <li>• Address issues with case closure and measures</li> </ul>	NRC for Child Protective Services – Anna Stone NRC for Child Welfare Data & Technology - Gene Thompson	Walter Fahr	Completed 2/2010
A2. Safety, Permanency and well-being	Implement Focus on Four comprehensive assessment process: <ul style="list-style-type: none"> <li>• Train on assessment tool and family engagement</li> <li>• Obtain feedback from field staff, management &amp; supervisory staff</li> <li>• Implement assessment process with quality monitoring</li> </ul> Expand Family Finding Training	NRC for Family Centered Practice & Permanency – Lorrie Lutz	Rhenda Hodnett	Completed 2/2010
A2b. Permanency	Fostering Connections Training	NRC for Family Centered Practice & Permanency Planning - Gary Mallon	Toni Buxton	Completed 2/2010
A3. Permanency	-Evaluate post graduate adoption competency curricula -Develop training for worker on talking to children about adoption(unpacking the no) (APPLA use)	NRC for Family Centered Practice & Permanency Planning - Gary Mallon	Bruce Daniels	Completed 2/2010
A5. Permanency	Develop and implement practice model -Assist with development of IC application	NRC for Family Centered Practice & Permanency Planning	Joel McLain	Completed 2/2010
A7. Quality Assurance	-Provide assistance with modifying quality reviews to focus on practice (safety, permanency and family stability) -Assist with utilization of quality review information in management, supervision and practice -Integrate practice model implementation monitoring with quality assurance -Identify feedback loops and strategies to	NRC for Organizational Improvement - Peter Watson	Jan Byland Michael Dailey	Completed 2/2010

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<b>OUTCOME / PROGRAM AREA</b>	<b>ACTIVITY (TA)</b>	<b>NRC LEAD</b>	<b>LA LEAD</b>	<b>STATUS</b>
	involve families in evaluation.			
A8. Information Technology, Data Management	-Provide assistance with using data in decision-making for managers and supervisors -Assist with SACWIS design -Assess IT system and linkages to other systems	NRC for Child Welfare Data & Technology - Gene Thompson	Joe Keegan Michael Dailey	Completed 2/2010
A9. Workforce	-Work Process Planning (working more effectively) ONGOING CONSULTATION	NRC for Child Welfare Data & Technology - Debbie Milner NRC for Family Centered Practice & Permanency Planning - Gary Mallon	Joe Bruno Sheila Madison	Completed 2/2010
A10. Training System	Develop Training System <ul style="list-style-type: none"> <li>• Assist in formation of training consortium</li> <li>• Assist in the development of a training system work plan</li> <li>• Provide information about other state training program designs</li> <li>• Workforce Development</li> <li>• Supervisory training</li> <li>• Specialized legal training</li> </ul>	NRC for Organizational Improvement - Susan Kanak NRC for Family Centered Practice & Permanency Planning - Gary Mallon NRC for Legal and Judicial - Joanne Brown	Marty Gibson	Completed 2/2010
A11. CFSR	Assist OCS and courts prepare for 2010 onsite CFSR <ul style="list-style-type: none"> <li>• Assist OCS with development of the Statewide Self-Assessment</li> <li>• Work on Youth Engagement</li> <li>• Work on Family Engagement</li> </ul>	NRC for Organizational Improvement – Melody Roe NRC for Legal and Judicial - Joanne Brown NRC for Family Centered Practice & Permanency Planning Stephanie Boyd-Serafin NRC for Youth Development - Kathy Sutter	Jan Byland	Completed 2/2010
A12. Service Array	Assist with advancement of quality mental health services to children and families in the child welfare system (credentialing, training, standards and performance based-contracting) including	NTAC for Children’s Mental Health –Debra Cady	Suzy Sonnier	Request Closed 2/2010

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<b>OUTCOME / PROGRAM AREA</b>	<b>ACTIVITY (TA)</b>	<b>NRC LEAD</b>	<b>LA LEAD</b>	<b>STATUS</b>
	mental health services for youth <ul style="list-style-type: none"> <li>• Provide assessment models</li> </ul>			
A13. Organizational Streamlining	Assist w/ review of DSS Proposal for Streamlining Departmental functions. Capacity building analysis of current DSS Streamline Commission Internal Document	NRC for Organizational Improvement  Kris Sahonchik	Joel McLain	Completed 2/2010
Court Priorities				
B1. Strengthen internal & external professional development capacity	Assist with conference presentations <ul style="list-style-type: none"> <li>• Together We Can Conference</li> <li>• 2010 Older Youth Summit Planning</li> </ul>	NRC for Legal and Judicial- Joanne Brown NRC for Youth Development - Kathy Sutter	Mark Harris	Completed 2/2010
B1a. Strengthen internal & external professional development capacity	Assist with CIP training grant regarding the identification of resources	NRC for Legal and Judicial- Jennifer Renne	Mark Harris	Completed 2/2010

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The chart below provides information ongoing TA initiated while T/TA was being coordinated by NRCOI and carried over to work with JBS.

Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 10/16/09</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/Objective:</b> Assist with capacity building and develop train-the-trainer in coaching family visits</p> <p><b>How Goal/objective will be measured:</b> Visit coaching will be implemented so that Family Resource Center staff can achieve the maximum parent/child interaction when parent/child visits are conducted.</p>	<p><b>Direct Recipients of T/TA:</b> 4 groups: Staff who will become Visit Coaches; OCS staff (broad audience), to familiarize them with Visit Coaching model; trained Visit Coaches and Consultants to solidify implementation plan and process; Regional Prevention Specialists who can serve as trainers and ongoing consultants to field staff</p> <p><b>T/TA Approach:</b> Onsite T/TA and follow-up telephone consultations (about 1 hour/month) through June 2010</p>	<p><b>State T/TA :</b> Rhenda Hodnett <b>T/TA Network:</b> NRC-PFC–Dr. Marty Beyer</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>All Visit Coaches and Consultants on board and fully trained by 6/30/10</p>
<p><b>Progress notes/next steps:</b> In progress. T/TA was provided on site, and assistance by phone is ongoing.</p>			
Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 10/16/09</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/Objective:</b> Assist with capacity building and develop train-the-trainer in coaching family visits</p> <p><b>How Goal/objective will be measured:</b> Visit coaching will be implemented so that Family Resource Center staff can achieve the maximum parent/child interaction when parent/child visits are conducted.</p>	<p><b>Direct Recipients of T/TA:</b> 4 groups: Staff who will become Visit Coaches; OCS staff (broad audience), to familiarize them with Visit Coaching model; trained Visit Coaches and Consultants to solidify implementation plan and process; Regional Prevention Specialists who can serve as trainers and ongoing consultants to field staff</p> <p><b>T/TA Approach:</b> Onsite T/TA and follow-up telephone consultations (about 1 hour/month) through June 2010</p>	<p><b>State T/TA :</b> Rhenda Hodnett <b>T/TA Network:</b> NRC-PFC–Dr. Marty Beyer</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>All Visit Coaches and Consultants on board and fully trained by 6/30/10</p>

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Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<b>Progress notes/next steps:</b> In progress. T/TA was provided on site, and assistance by phone is ongoing.			
<p><b>Date Requested:</b> 2/09</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/Objective:</b> Assist in developing standardized levels- of-care system</p> <p><b>How Goal/objective will be measured:</b> Have a completed RFP and new licensing regulation and levels of care within Residential Facilities</p>	<p><b>Direct Recipients of T/TA:</b> Field staff, licensing staff, residential providers, and youth</p> <p><b>T/TA Approach:</b> Ongoing consultation by NRC staff</p>	<p><b>State T/TA :</b> Joe Bruno</p> <p><b>T/TA Network:</b> NRC-PFC– Gary Mallon</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>RFP completed by 9/20/10; levels of care &amp; licensing regs by June 2011</p>
<b>Progress notes/next steps:</b> In progress			
Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 2/08</p> <p><b>CB Goal:</b> Permanency/Youth</p> <p><b>Request/Objective:</b> Strengthen Independent Living program to enhance permanency in youth placements; enhance services preparing older youth for independent living</p> <p><b>How Goal/objective will be measured:</b> Data showing more youth are reached and are better developed in their life skills and self-sufficiency</p>	<p><b>Direct Recipients of T/TA:</b> Foster care and adoption staff, youth, IL providers, foster and adoptive parents</p> <p><b>T/TA Approach:</b> -Assist with redesign of IL program and of youth advisory committee -Assist with youth permanency planning -Provide foster parents training on teaching IL skills in the home -Assist with expansion of tribal involvement -Ongoing assistance to youth advisory committee -Evaluate IL program service delivery system, including ETV -Assist with development of transitional housing programs -Review how Chafee funds are used -Provide info on how other states provide IL services -Review contracts with IL providers and discuss expenses and how to better</p>	<p><b>State T/TA :</b> Celeste Skinner</p> <p><b>T/TA Network:</b> NRC-YD – Kathy Sutter</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>Improved permanency for older youth and improved preparation for independent living</p> <p>Information and plans re Chafee and ETV developed by 2/28/10. NYTD assistance ongoing as services are integrated.</p>

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Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
	serve youth -Assess the ETV program, how to use the funding most effectively, how to measure outcomes -Provide assistance with NYTD, both technical and to learn what other states are doing to reach youth		
<b>Progress notes/next steps:</b> When the NRCYD assisted Louisiana in review of their Young Adult Program and Chafee, the redesign recommendations were initiated. Further assistance is needed to better reach goals and outcomes for Chafee and the ETV program.			
Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 2/08</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Strengthen internal &amp; external professional development capacity of child welfare professionals and stakeholders through the sponsorship of an annual statewide conference</p> <p><b>How Goal/objective will be measured:</b> Two conferences presented as planned; approximately 100-125 child welfare professionals and 15-20 DAs receive training</p>	<p><b>Direct Recipients of T/TA:</b> Child welfare professionals and stakeholders</p> <p><b>T/TA Approach:</b> Assist with conference presentations for Together We Can Conference and 2010 Older Youth Summit Planning</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> NRC-LJI– Joanne Brown NRC-YD– Kathy Sutter</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>Together We Can Conference to take place by 10/10 and 2010 Older Youth Summit Planning by 7/10</p>
<b>Progress notes/next steps:</b> In progress			
Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 2/08</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Strengthen internal &amp; external professional development capacity</p>	<p><b>Direct Recipients of T/TA:</b> Child welfare practitioners</p> <p><b>T/TA Approach:</b> Assist with CIP training grant regarding the identification of resources</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> NRC-LJI– Jennifer Renne</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>Training events to be completed statewide by 9/30/10</p> <p>Final outcome: A cadre of child welfare practitioners who are better informed</p>

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Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p>through as series of specialized education and training events which are delivered regionally across the state</p> <p><b>How Goal/objective will be measured:</b> Training events delivered as planned; approximately 250 child welfare practitioners trained</p>		<p><b>T/TA Coordinator:</b> Bridget Clark</p>	
<b>Progress notes/next steps:</b> In progress			
Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 2/08</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Strengthen internal &amp; external professional development capacity to improve understanding on the part of DAs relative to their roles in the processing of CINC cases and to increase their knowledge of state and federal child welfare law</p> <p><b>How Goal/objective will be measured:</b> 15-20 new DAs participate in training</p>	<p><b>Direct Recipients of T/TA:</b> New DAs</p> <p><b>T/TA Approach:</b> A series of training events</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> NRC-LJI– Joanne Brown</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>Completion date: 9/30/10</p> <p>Final outcome: DAs have greater understanding of their roles in processing CINC cases and greater knowledge of state and federal child welfare law</p>
<b>Progress notes/next steps:</b> Planning of training in progress			
Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 2/08</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p>	<p><b>Direct Recipients of T/TA:</b> Attorneys appointed to represent children and their indigent parents in child welfare proceedings; trainers of new social workers</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> NRC-LJI– Joanne Brown</p> <p><b>Private/Not for Profit:</b></p>	<p>Final outcome will be improved legal representation of children and their indigent parents in child welfare proceedings.</p>

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Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Request/Objective:</b> Strengthen internal &amp; external professional development capacity of attorneys appointed to represent children and their indigent parents in child welfare proceedings.</p> <p><b>How Goal/objective will be measured:</b> Training programs and policies and procedures revised and improved</p>	<p><b>T/TA Approach:</b></p> <ul style="list-style-type: none"> <li>• Assess agency representation, possibly including a survey of the agency attorneys, child welfare workers, judges; interviews with OCS regional administrators and OCS leadership</li> <li>• Develop/present training based on survey results, agency priorities and ABA model standards for agency attorneys.</li> <li>• Analyze findings and craft recommendations around policy and procedures</li> </ul> <p>Strengthen the training program for new social workers around state/federal law, preparation for court, testifying, judicial expectations and writing effective court reports</p>	<p>NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>Completion date: 1/31/10</p>
<b>Progress notes/next steps:</b> In progress			
Goals/Objectives/TA request and date	Target Population and T/TA Approach	Providers/Coordinators and Contact Names	Work plan/Target Dates Final Outcomes/Date
<p><b>Date Requested:</b> 2/08</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Work on CIP strategic plan relative to Improving Outcomes for Older Youth</p> <p><b>How Goal/objective will be measured:</b> CIP strategic plan for Improving Outcomes for Older Youth completed</p>	<p><b>Direct Recipients of T/TA:</b> Child welfare staff who work with older youth</p> <p><b>T/TA Approach:</b> Onsite consultation</p>	<p><b>State T/TA :</b> <b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> NRC-LJI– Joanne Brown</p> <p><b>Private/Not for Profit:</b> NA</p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b> Bridget Clark</p>	<p>Improved outcomes for older youth</p> <p>CIP strategic plan assistance completed by 12/31/10</p>
<b>Progress notes/next steps:</b> In progress			

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The chart below provides information regarding ongoing T/TA based on initial JBS conference call:

<i>T/TA 1: Court Improvement Plan (CIP) Strategic Planning for Improving Outcomes for Older Youth</i>			
<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>
			<b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Work on CIP strategic plan relative to Improving Outcomes for Older Youth and outcomes related to the Fostering Connections Act</p> <p><b>How goal/objective will be measured:</b> CIP strategic plan for Improving Outcomes for Older Youth completed</p>	<p><b>Direct Recipients of T/TA:</b> Child welfare staff who work with older youth and legal stakeholders (attorneys, judges, Casa volunteers)</p> <p><b>T/TA Approach:</b> On-site consultation</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Joanne Brown</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>Improved outcomes for older youth; CIP strategic plan assistance completed by 12/31/2010</p>
<p><b>Progress notes/next steps:</b> T/TA is still in progress. Currently looking at ways the CIP can have a role in permanency. This T/TA request is connected to the work being done on disproportionality with older youth and permanency. There is still a need to identify how to address Fostering Connections and look at incorporation of the Fostering Connections expectations into the strategic plan. Also, African American youth with extended stays in Foster Care and children at risk for exiting Foster Care without permanent plan achievement.</p>			

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***T/TA 2: Judicial Best Practices***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>  <b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Information relative to research, design, and development of best practices strategies for judges and other legal stakeholders</p> <p><b>How goal/objective will be measured:</b> Information received; model forms revised</p>	<p><b>Direct Recipients of T/TA:</b> Judges, ICPC staff, IV-E staff, legal stakeholders and child welfare practitioners</p> <p><b>T/TA Approach:</b> Provide information regarding: models for connecting with judges; expansion of Benchmark Conferences; interstate placement; improving IV-E reviews; revise model forms; and develop a series of best practice bulletins.</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Joanne Brown</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>Improved strategies practiced by judges and other legal stakeholders.</p> <p>Expected completion date: June 30, 2011</p>
<p><b>Progress notes/next steps:</b> T/TA is still in progress. The State IV-E review will be conducted the week of November 15, 2010. As a result of the IV-E review there may be a need for additional follow-up and consultation work. The expected completion date has been expanded from December 31, 2010 until June 30, 2011 to allow additional time to address any issues following the IV-E review. Work is currently being done to develop strategies for positive court involvement in the IV-E reviews.</p> <p>Mark will work with Amy Grissom to explore the option of Amy and Joanne Brown working together on a joint IV-E training for Judges. This will be pending the approval of travel funds for Amy and Joanne Brown.</p>			

***T/TA 3: Attorney Professional Development***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>  <b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p>	<p><b>Direct Recipients of T/TA:</b> Attorneys</p>	<p><b>State T/TA :</b> Mark Harris</p>	<p>Final outcome will be improved legal</p>

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<p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Strengthen internal and external professional development capacity of attorneys appointed to represent children and their indigent parents in child welfare proceedings</p> <p><b>How goal/objective will be measured:</b> Training programs, policies, and procedures revised and improved</p>	<p>appointed to represent children and their indigent parents in child welfare proceedings; trainers of new social workers</p> <p><b>T/TA Approach:</b> Assess agency representation, possibly including a survey of the agency attorneys, child welfare workers, judges; interviews with OCS regional administrators and OCS leadership; develop/present training based on survey results, agency priorities and ABA model standards for agency attorneys; analyze findings and craft recommendations around policy and procedures; strengthen the training program for new social workers around State/Federal law, preparation for court, testifying, judicial expectations and writing effective court reports</p>	<p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Joanne Brown</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>representation of children and their indigent parents in child welfare proceedings.</p> <p>Expected completion date: 12/31/10</p>
<p><b>Progress notes/next steps:</b> T/TA still in progress. A significant amount of work has been done in the state to move to the new model of legal representation for parents and children. The state is in transition to the new model and should be fully transitioned by July 2010. The expected completion date of January 31, 2010 will need to be expanded to December 31, 2010 to ensure there is time to address issues that are raised during the assessment and evaluation of the new model.</p> <p>Mark Harris will connect with Bridget Clark to discuss the issue of strengthening the training program for new social workers pertaining to State/Federal law and judicial expectations.</p>			

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***T/TA 4: Training for New DAs***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>  <b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Strengthen internal and external professional development capacity to improve understanding on the part of DAs relative to their roles in the processing of CINC cases, and to increase their knowledge of State and Federal child welfare law</p> <p><b>How goal/objective will be measured:</b> 15-20 new DAs participate in training</p>	<p><b>Direct Recipients of T/TA:</b> New DAs</p> <p><b>T/TA Approach:</b> A series of training events</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Joanne Brown</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>Final outcome: DAs have greater understanding of their roles in processing CINC cases and greater knowledge of State and Federal child welfare law.</p> <p>Expected completion date: 12/31/2010</p>
<p><b>Progress notes/next steps:</b> Planning of training in progress. The date has been scheduled for the Fall 2010. Due to the date of the training, the completion date of this T/TA request needs to be extended to 12/31/2010. Although this T/TA request will end at that time, the plan is that there will continue to be an ongoing relationship between the courts and child welfare and their will be future opportunities to share information at training events. Mark Harris has requested Joanne Brown be allowed to attend the upcoming DA Training.</p>			

***T/TA 5: Addressing Disproportional Representation***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>  <b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p>	<p><b>Direct Recipients of T/TA:</b> Staffing for</p>	<p><b>State T/TA :</b> Mark Harris</p>	<p>Expected completion date is 12/31/2010,</p>

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<p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Assist in addressing disproportional representation. Identify strategies on how the court can impact disproportionality and develop collaborations with state agency staff to address the issue.</p> <p><b>How goal/objective will be measured:</b> Observation of outcomes delineated below</p>	<p>implementation team meetings</p> <p><b>T/TA Approach:</b> Analyze data; assist with strategy development; review strategies/models from other jurisdictions; assist in the development of protocols, a manual, and training; review disproportionality issues across child welfare continuum, from removal through permanency</p>	<p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Joanne Brown</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>but the overall task will be ongoing as more courts seek to address localized issues around this topic. The most tangible outcomes will be a established Disproportionate Minority Representation Task Forces in each jurisdiction, a special DMR section on our Children's Law Advocacy Resource Online (CLARO) Website, www.clarola.org (completed) and a special DMR Bench Card for judges and other child welfare practitioners (in progress).</p>
<p><b>Progress notes/next steps:</b> At present, working in Orleans Parish Juvenile Court, 16th JDC, 14th JDC, and headed to Caddo Juvenile Court. Pilot underway in Iberia Parish. Active task force in pilot; parish meets bimonthly, looking at data, determining how to do community outreach, looking at older youth as target population, doing case file reviews as a group.</p> <p>There are plans for multi-jurisdiction meetings toward recruiting foster parents and developing resource families and services that can be shared across jurisdictions. Mark Harris will coordinate with Karla Venkataraman to assure home development recruiters from the jurisdictions attend and participate on the task force.</p>			

***T/TA 6: Strengthen Professional Development Capacity***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>
			<b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Strengthen internal and</p>	<p><b>Direct Recipients of T/TA:</b> Child welfare practitioners, legal community (Judges, CASA's, attorneys for children and attorneys for parents)</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Jennifer Renne</p> <p><b>Private/Not for Profit:</b></p>	<p>Training events to be completed statewide by 12/31/2010.</p> <p>Final outcome: a cadre of child welfare practitioners who are better informed</p>

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<p>external professional development capacity through as series of specialized education and training events which are delivered regionally across the State</p> <p><b>How goal/objective will be measured:</b> Training events delivered as planned; approximately 250 child welfare practitioners trained</p>	<p><b>T/TA Approach:</b> Assist with CIP training grant regarding the identification of resources, training topics, gathering of research information and access to speakers.</p>	<p><b>Regional Office:</b> Amy Grissom</p>	
<p><b>Progress notes/next steps:</b> T/TA still in progress. This is being done in connection with the training grant and is expected to be completed by the end of 2010, following the child welfare conference.</p>			

<i>T/TA 7: Together We Can Conference and Older Youth Summit</i>			
<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>
			<b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p> <p><b>CB Goal:</b> Safety, permanency, well-being</p> <p><b>Request/Objective:</b> Strengthen internal and external professional development capacity of child welfare professionals and stakeholders through the sponsorship of an annual statewide conference</p> <p><b>How goal/objective will be measured:</b> Two conferences presented as planned; approximately 100-125 child welfare professionals and 15-20 DAs receive training</p>	<p><b>Direct Recipients of T/TA:</b> Child welfare professionals and stakeholders</p> <p><b>T/TA Approach:</b> Assist with conference presentations for Together We Can Conference and 2010 Older Youth Summit Planning</p>	<p><b>State T/TA :</b> Mark Harris</p> <p><b>T/TA Network:</b> National Child Welfare Resource Center on Legal and Judicial Issues, Joanne Brown NRC for Youth Development, Kathy Sutter</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>Together We Can Conference to take place by 10/2010.</p> <p>The Older Youth Summit Planning is in process and it is expected that it will not occur until 2011.</p> <p>The expected completion date for this T/TA request is July 2011.</p>

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**Progress notes/next steps:** T/TA still in progress. NRC for Youth Development has not done work with Mark and Joanne on this issue. A conference call will need to be scheduled with both NRC's to plan the work.

***T/TA 8: Strengthen Older Youths' Preparation for Independent Living***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>  <b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2008</p> <p><b>CB Goal:</b> Permanency, youth</p> <p><b>Request/Objective:</b> Strengthen Independent Living program to enhance permanency in youth placements; enhance services preparing older youth for independent living</p> <p><b>How goal/objective will be measured:</b> Data showing more youth are reached and are better developed in their life skills and self-sufficiency</p>	<p><b>Direct Recipients of T/TA:</b> Foster care and adoption staff, youth, IL providers, foster and adoptive parents</p> <p><b>T/TA Approach:</b> Assist with redesign of IL program and of youth advisory committee; assist with youth permanency planning; provide foster parents training on teaching IL skills in the home; assist with expansion of tribal involvement; ongoing assistance to youth advisory committee; evaluate IL program service delivery system, including ETV; assist with development of transitional housing programs; review how Chafee funds are used; provide info on how other States provide IL services; review contracts with IL providers and discuss expenses and how to better serve youth; assess the ETV program, how to use the funding most</p>	<p><b>State T/TA :</b> Celeste Skinner</p> <p><b>T/TA Network:</b> NRC for Youth Development, Kathy Sutter</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>Improved permanency for older youth and improved preparation for independent living; information and plans re: Chafee and ETV developed by 2/28/10. NYTD assistance ongoing as services are integrated.</p>

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	effectively, how to measure outcomes; provide assistance with NYTD, both technical and to learn what other States are doing to reach youth	
<p><b>Progress notes/next steps:</b> An MOU is in the final stages between the state and the Louisiana Office of Student Financial Assistance to provide the ETV program. It is expected that this will be completed by the end of May. The Chaffee contracts have been consolidated from nine to five to provide better services to youth. The state was approved for five days of T/TA. Have not used all five and would like to look at utilizing the extra days to focus on youth transitioning plans under the Fostering Connections Act. The state is in the process of trying to get a contract to build a NYTD database. The contract is moving through the state process, and it is expected this will be completed by summer 2010. Following the contract and initiating work, the state may utilize the NRC for Data and Technology if any issues arise and further technical assistance is needed.</p>		

***T/TA 9: Developing Standardized Levels-of-Care System***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>
			<b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 02/2009</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/Objective:</b> Assist in developing standardized levels-of-care system</p> <p><b>How goal/objective will be measured:</b> Have a completed RFP and new licensing regulation and levels of care within residential facilities</p>	<p><b>Direct Recipients of T/TA:</b> Field staff, licensing staff, residential providers, and youth</p> <p><b>T/TA Approach:</b> Ongoing consultation by NRC staff</p>	<p><b>State T/TA :</b> Joe Bruno</p> <p><b>T/TA Network:</b> NRC for Permanency and Family Connections, Gary Mallon</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p>	<p>RFP completed by 12/2010; levels of care and licensing regulations by June 2011</p>

**Progress notes/next steps:** The RFP was developed and then put on hold until the end of 2010 due to the systems of coordinated care initiatives on behavioral health. The state could still use some assistance on research of cost benefit analysis on levels of care systems and trying to break down payments for the service in the area of administration, board and services. Louisiana would like data to analyze costs incurred by other states related to providing a level of care system.

Stephanie Serafin from the NRCPCF will talk with Gary Mallon about what resources or assistance may be

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available to help with this.

***T/TA 10: Capacity Building for Family Visits***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>
			<b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 10/16/2009</p> <p><b>CB Goal:</b> Permanency</p> <p><b>Request/Objective:</b> Assist with capacity building and develop Train-the-Trainer in coaching family visits.</p> <p><b>How goal/objective will be measured:</b> Visit Coaching will be implemented so that Family Resource Center staff can achieve the maximum parent/child interaction when parent/child visits are conducted.</p>	<p><b>Direct Recipients of T/TA:</b> Four groups: staff who will become Visit Coaches; OCS staff (broad audience), to familiarize them with Visit Coaching model; trained Visit Coaches and Consultants to solidify implementation plan and process; Regional Prevention Specialists who can serve as trainers and ongoing consultants to field staff</p> <p><b>T/TA Approach:</b> On-site T/TA and follow-up telephone consultations (about 1 hour/month) through June 2010</p>	<p><b>State T/TA :</b> Rhenda Hodnett</p> <p><b>T/TA Network:</b> NRC for Permanency and Family Connections, Dr. Marty Beyer</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b></p>	<p>All Visit Coaches and consultants on board and fully trained by 06/30/2010</p>

**Progress notes/next steps:** Onsite training was completed in 2009. The state has been trying to increase the number of family center staff who are training in visit coaching. CASA's and stakeholders were trained in an introduction to visit coaching. Over 60 staff were trained on the model and Regional Prevention Specialists will be providing one day training for staff, but they are limited on time and resources to roll the training out. The implementation model of ongoing consultation has been very helpful. This T/TA request will be revisited between the state and the NRC in June 2010 to determine if there is additional support that can be provided.

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***T/TA 11: Alternative Response***

<b>Goals/Objectives/TA Request and Date</b>	<b>Target Population and T/TA Approach</b>	<b>Providers/Coordinators and Contact Names</b>	<b>Work Plan/Target Dates</b>  <b>Final Outcomes/Date</b>
<p><b>Date Requested:</b> 03/02/2010</p> <p><b>CB Goal:</b> Safety</p> <p><b>Request/Objective:</b> Assist with implementation of the state's Alternative Response program.</p> <p><b>How goal/objective will be measured:</b> See final outcomes below. The development of outcome measures will be a result of the T/TA and these measures will also be able to determine the effectiveness of the Alternative Response interventions.</p>	<p><b>Direct Recipients of T/TA:</b> Field staff</p> <p><b>T/TA Approach:</b> Two days of T/TA for field staff on-site (completed); ongoing telephone consultation before and after</p>	<p><b>State T/TA :</b> Walter Fahr</p> <p><b>T/TA Network:</b> NRC for Child Protective Services, Anna Stone</p> <p><b>Private/Not for Profit:</b></p> <p><b>Regional Office:</b> Amy Grissom</p> <p><b>T/TA Coordinator:</b></p>	<p>Better outcomes for families being served by Alternative Response through better engagement of the families by the AR staff and more targeted services to better meet the family's needs. Ultimately, more services that target critical family needs will increase child safety. Estimated completion: December 31, 2010</p>
<p><b>Progress notes/next steps:</b> Regional Office approved 03/05/2010. This assistance builds on previous consultation with NRC-CPS. The two days of onsite T/TA is completed. The state is moving to a new structured decision making process at intake which will go statewide the first week of June. It is expected with this new model that a larger number of cases will be assigned to Alternative Response. The state wants to look at developing outcome measures through the use of a QA instrument for the Alternative Response Program, an additional T/TA request in the near future regarding this development is likely.</p>			

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**CHILD ABUSE AND PREVENTION TREATMENT ACT (CAPTA)**

The Louisiana Department of Social Services, OCS, continues to be the designated state agency to manage the Child Abuse and Prevention Treatment Act (CAPTA) grant funds. CAPTA funds are utilized in Louisiana to prevent, identify, and treat child abuse and neglect situations. These are coordinated, to the extent practicable, with the CFSP.

Under the 2003 amendments to CAPTA, the State is required to adopt and implement certain legal and administrative procedures designed to protect children from abuse. These criteria are attested to in the assurance section of this plan. This section profiles services provided to prevent, identify and treat child abuse and neglect situations. The agency did not undergo any substantive law changes that would affect eligibility for CAPTA funds. The estimated total number of families expected to be served under the CAPTA state grant for FFY 2009 is 8,534.

**Safe Haven Selected Program Area for Improvement**

**Service Description:** Louisiana Children's Code Title XI, Chapter 13, Safe Haven Relinquishments, Articles 1149-1160 permit a parent to safely and anonymously relinquish the care of his or her newborn infant to the State without fear of prosecution when the circumstances meet the criteria of "safe haven relinquishment". The infant must be less than (30) days old with no signs of abuse or neglect and left in the care of an employee at a designated emergency care facility without a statement or an intention that someone will return for the child. A designated emergency facility is defined in the law as any hospital licensed in the State of Louisiana, public health unit, emergency medical service provider, medical clinic, fire station, police station, pregnancy crisis facility, or child advocacy center. If the infant is left unattended, for instance on a doorstep or in a bathroom, the abandonment criteria for safe haven relinquishment would not apply and an appropriate abuse/neglect investigation process would be initiated

**Population Served:** Infants less than thirty (30) days old who meet the criteria for "safe haven relinquishment" as stated in Title XI of the Louisiana Children's Code.

**Goals and Objectives:** The goal is to promote awareness of safe haven legislation and prevent infant deaths as a result of an abandonment or homicide by providing a means by which an infant may be left in safe circumstances and the parent may anonymously abandon their responsibility for the infant without criminal consequences.

**Services Provided:** In order to promote continued awareness of Safe Haven Legislation, the agency has updated its website to include an information link regarding Safe Haven relinquishments called "Safe Baby Site". The site is user friendly and includes frequently asked questions regarding safe haven. Other features of the site is inclusion of emergency 24 hour hotline numbers of OCS Parish Offices and the option of printable posters and safe haven cards that can be provided to the community.

**Methods to Measure and Outcomes Data:** The agency tracks safe haven statistics via a computerized tracking system. The system keeps account of the yearly total of fatalities and live births (abandoned and relinquished). Of that total it is determined which meets Safe Haven Legislation. For the 2007-2008 FFY there were no safe haven relinquishments that met Safe Haven Legislation, however two children were abandoned. One abandonment resulted in death and the other did not meet the requirements of Safe Haven law.

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**Updates for FFY 2009-2010:**

In February 2009, DSS launched a Safe Haven Public Awareness Campaign to ensure newborn safety by providing information on legal custody relinquishment. This campaign included: A partnership with Lamar Advertising Company for billboards statewide, to provide information about Louisiana's Safe Haven Law; Informational brochures to be distributed around the state at such locations as all DSS offices, hospitals, pregnancy clinics and child advocacy centers; A Web site, [www.LouisianaSafeHaven.com](http://www.LouisianaSafeHaven.com), dedicated to providing information about the law and resources for parents in crisis; Public service announcements on radio and television; and an outdoor media campaign in partnership with Lamar Advertising Company. In July 2009, a television commercial promoting Louisiana's Safe Haven law began airing across the state on network and cable television stations. Also, the Louisiana Public Broadcasting (LPB) channel aired, "Louisiana: The State We're In" on Safe Haven Laws. Posters and confidential information cards were also distributed to DSS offices, community partners and Safe Haven locations, as well as a yellow sticker to affix to the door to alert individuals that the building is a Safe Haven location. Facilities can request additional materials at [www.dss.louisiana.gov/safehavenmaterials](http://www.dss.louisiana.gov/safehavenmaterials). Additionally, the Safe Haven website offers a training packet, genetic history information form, the Safe Haven Card for parents and posters to employees of designated emergency care facilities to download. Links have also been created on social networking sites such as Facebook and MySpace in order to get more people involved and join the cause. Currently, there are 866 members who have joined the cause of "Louisiana Safe Haven Education".

In April 2010, it was announced that the pair of commercials which aired in 2009, to publicize Louisiana's Safe Haven Law were awarded the Bronze Telly Award. Founded in 1978, the Telly Awards honor outstanding local, regional and cable television commercials and programs, video and film productions, and online film and video. Judges are from all regions of the United States and represent large and small organizations, including advertising agencies, television stations, production houses and corporate video departments. The Telly Awards receives over 13,000 entries annually from all 50 states and countries around the world. The entries do not compete against one another; rather, they are judged against a high standard of merit. Fewer than one quarter of entries are awarded bronze Telly Awards.

In FFY 2009, there were 6 Safe Haven incidents, however only 3 met the requirements of Louisiana's safe haven law. In FFY 2010 to date, there has been one safe haven incident, however this abandonment did not meet the requirements of Louisiana's safe haven law as this child was abandoned at a Safe Haven facility, but was not handed to an employee.

**Activities planned for FFY 2010- 2011:** The agency will continue to promote awareness of Safe Haven Legislation.

**OUTLINE AND DESCRIPTION OF ACTIVITIES PLANNED FOR IN FFY 2010-2011**

The following activities outline and describe the services and training to be provided under the State grant as required by section 106(b)(2)(C) of CAPTA and contains ongoing and new program initiatives:

**Critical Incident Stress Management**

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**Services Provided:** The OCS CISM team provides 1) Pre-crisis Preparation - stress prevention education to help staff improve coping and stress management skills, 2) Crisis Management Briefing/Staff Consultation - stress management intervention used to inform and consult and allow psychological decompression, 3) 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, 4) Critical Incident Stress Debriefing – small group intervention which uses crisis intervention and educational processes to reduce psychological distress associated with a critical incident and 5) Individual Crisis Intervention – used when only one to three persons are affected by the traumatic incident with a goal to assist the individual in reestablishing pre-incident level of functioning.

**Population Served:** CISM provides stress prevention education statewide to staff experiencing critical incidents, either directly or indirectly.

**Goals and Objectives:** The goal of the CISM team is to provide stress prevention education to respond to staff experiencing critical incidents in a timely manner utilizing the most appropriate intervention that will assist staff in returning to their normal level of functioning.

**Methods to Measure/Outcome Measures:** A log of the services provided by the CISM team is updated regularly which lists a date of referral, region summary of the event, reasons for services provided and interventions.

**Updates for FFY 2009-2010:** No CISM meetings were held due to budget constraints. Trainings for CISM participants are scheduled during the meetings, therefore no trainings were held. A training was scheduled through the Lafayette fire department, however this was cancelled. The CISM team is fully operational with 43 fully trained members. A recruitment effort occurred and 10 new participants joined the team, however due to the inability to be fully trained, they are not currently functioning as active CISM providers.

**Activities planned for FY 2010-2011:** The agency will continue to provide pre-crisis preparation, crisis management, defusing, critical incident stress debriefing and individual crisis intervention CISM services for the FFY 2010-2011. The CISM team usually holds an average of two meetings per year, however no meetings or trainings are currently scheduled due to consideration of the budget.

FFY	Type of Intervention				
	Debriefing	Defusing	Informational	One-to-One	Total staff receiving some form of CISM intervention
2008-2009	11	0	1	7	102
2009-2010 (to date-3/15/10)	3			3	15 (as of 3/15/10)
2010-2011					
2011-2012					
2012-2013					
<b>Total - 5 year period</b>					

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**Prevent Child Abuse Louisiana (PCAL)**

The agency works with PCAL on a number of different initiatives. They include providing T/A for the Nurturing Parent Program, Safe Haven, the annual “Kids are Worth It” Conference on Child Abuse and Neglect, media campaigns and community education.

**Nurturing Parent Program**

OCS promotes, supports and facilitates the efforts of PCAL in providing primary prevention through the Nurturing Parenting Program (NPP). PCAL provides T/A, training and other services to the Family Resource Centers which facilitate the NPP for OCS consumers.

- *Purpose 3- Case management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families;*

**Service Description:** The NPP is a family based parenting program with a proven record of preventing and treating child abuse and neglect. Nurturing Parent groups are offered by the Family Resource Centers (FRC) located in every region of the State.

**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 of parents. The Nurturing Parent Program is 16 weeks long.

**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 parent, two parents, step-parent or paramours. The families referred should be at risk of child abuse/neglect or have experienced child abuse/neglect. The families could be intact or reunification families. Families should not be actively using substances or in recovery.

**Goals and Objectives:** Continue to promote, support and facilitate the prevention efforts of PCAL.

**Methods to Measure:** Currently, the agency maintains reports received from the Family Resource Centers. They have provided attendance logs, completion documentation, etc. Work has been done to revamp the concept of “successful” completion. In the past, attendance at the majority of sessions has been used as the primary measure of completion of the program. Additional measures include improvement on the pre/post Adult and Adolescent Parenting Inventory (AAPI) and client’s mastery of the program content. However, the facilitator’s assessment of the family for the need for additional services will also be included as a method to measure successful completion of the program.

**Updates for FFY 2009-2010:** An evaluation was conducted on the Statewide Implementation of a Parent Education Program in Louisiana’s Child Welfare Agency. This evaluation became available in May 2009 and was used to determine if there were any adjustments needed to the program.

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During FFY 2009, the program expectations were modified to include changing the required weekly follow up session in the home, to 2 or 3 in home sessions in the beginning of the program to support client engagement, another in home session in the middle of the program and one at the end. Feedback received from providers also indicated some concerns with aspects of the program's content, specifically regarding the use of touch as a tool to provide nurturing to children. Providers expressed concerns regarding the use of this method with the specific client population being served as the history of foster children is not always known and the use of touch could possibly be more traumatizing to a child. Dr. Steven Bavolek revamped the program to take this section out. He also made the program's material available on-line so that providers do not have to purchase materials. This allows providers to print out the materials they need, so if a client does not complete the program, they have not endured any additional expenses due to loss of the materials.

**Activities Planned for FFY 2010-2011:** Several trainings will be provided by PCAL regarding three areas that have been identified as areas needing improvement. The three areas include: Using the AAPI with the client to assist the client to better understand what the expectations are; using children's groups more constructively; and, planning parent/child interaction time to the content of the group session. These trainings are tentatively scheduled in May or June 2010.

Extra data has also been provided to the Casey Family Program in order to look at maltreatment rates following completion of the program. Feedback from this evaluation is expected in the summer of 2010.

**PCAL's Annual "Kids Are Worth It" Conference**

- *Purpose 6- Developing, strengthening, and facilitating training including—(A) training regarding research-based strategies to promote collaboration with the families; (B) training regarding the legal duties of such individuals; and (C) personal safety training for case workers;*

**Updates for FFY 2009-2010:** OCS was on the planning committee for PCAL's annual "Kids Are Worth It!" Conference on Child Abuse and Neglect. The conference is held annually and offers various training workshops regarding child abuse and neglect. The topics cater to various disciplines in the child welfare arena. The "Kids Are Worth It!" Conference is the only primary prevention oriented conference in the state. The 24th Annual Conference was held March 1-3, 2010 at the Astor Crowne Plaza Hotel in New Orleans, LA. Attendees included social workers, child protection workers, law enforcement officials, day care workers, teachers and others who work with children desiring to learn the latest in child abuse and neglect prevention. OCS staff attended the conference. OCS remains on the planning committee.

The Child Abuse/Prevention Council consists of some key leaders/businesses to coordinate child abuse prevention information efforts between OCS, PCAL and the Children's Trust Fund. Efforts have been underway to increase participation in the council, however the council is not holding on-going monthly prevention meetings at this time due to management changes.

**Activities Planned for FFY 2010-2011:** The 25<sup>th</sup> Annual PCAL Conference is tentatively scheduled for January 2011 in New Orleans.

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**Media Campaigns/Community Education**

- *Purpose 11- Developing and delivering information to improve public education relating to the role and responsibilities of the child protective system and the nature and basis for reporting suspected incidents of child abuse and neglect;*

**Updates for FFY 2009-2010:** The agency continues to provide information to communities statewide by distributing brochures. The various OCS regions throughout the State partner with PCAL to conduct events during Child Abuse Prevention month in April to encourage community awareness throughout the State of Louisiana.

Each year the agency prints and distributes hundreds of its brochures on “Mandated Reporters of Child Abuse or Neglect” and “Understanding Child Protection in Louisiana.” The public, including school children working on school projects, frequently ask the agency for these materials. These brochures are used by the school system during teacher orientation at the beginning of each school year. Also, staff across the State distributes them as they make presentations to community organizations. These materials are also distributed at state and national conferences such as the Prevent Child Abuse Louisiana (PCAL) Conference.

In February 2009, DSS launched a Safe Haven Public Awareness Campaign to ensure newborn safety by providing information on legal custody relinquishment. Please see Safe Haven above for detailed information regarding this public awareness campaign.

**Activities Planned for FFY 2010-2011:** The agency will continue to develop and deliver information to improve public education relating to the role and responsibilities of the child protective system and the nature and basis for reporting suspected incidents of child abuse and neglect.

**Early Intervention Services**

- *Provisions and procedures for referral of a child under the age of 3 who is involved in a substantiated case of child abuse or neglect to early intervention services funded under part C of the Individuals with Disabilities Education Act (section 106(b)(2)(A)(xxi))*

**Service Description:** When a child under age three (3) has been abused or neglected, the family must be referred to the early intervention program for cases with a valid or substantiated final finding, unless the child is already participating in such program. The early intervention services available on a statewide basis are provided by Early Steps. Early Steps is administered by the Department of Health and Hospitals through local providers called System Point of Entry (SPOE).

**Services Provided:** Once the child is referred to the SPOE, 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 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,

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speech 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 a DHH 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 delay can also be referred with parent/caretaker consent. Referral procedures are implemented statewide.

**Goals and Objectives:** The goal of Early Intervention Services is to provide services to children whose circumstances place him/her at risk for a developmental delay and to assess for needed intervention services prior to age three (3).

**Updates for FFY 2009-2010:** While the agency requires that all children under the age of three (3) be referred to early intervention services, the agency does not track the number of children referred and therefore cannot provide outcome data.

**Activities Planned for FFY 2010-2011:** As per OCS Child Protection Investigation Policy 4-800 (2) the agency will continue to refer children under age three to early intervention services.

**Consultation with Physicians**

- *Purpose 14- Supporting and enhancing collaboration among public health agencies, the child protective system, and private community-based programs to provide child abuse and neglect prevention and treatment services (including linkages with education system) and to address the health needs, including mental health needs, of children identified as abuse or neglected, including supporting prompt, comprehensive health and developmental evaluations for children who are the subject of substantiated child maltreatment reports.*

**Service Description:** The agency continuously consulted with physicians or other appropriate medical professionals in assessing the health needs, including mental health needs, and well being of foster children and determining medical treatment. Annual medical examinations are required for all foster children as are dental exams for all foster children over age three. 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 DSS.

Ultimately 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 caretakers. For children up to one year of age, examinations shall be obtained according to the physician's recommendations

**Population Served:** Children and youth in the OCS Foster Care Program statewide.

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**Goals and Objectives:** The goal of OCS is 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 health and well being of foster children and determining appropriate medical treatment.

**Services Provided:** Treatment for resolution of emotional, behavioral or psychiatric problems is available for foster children when indicated based on an assessment/diagnosis from the American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders (DSM) by licensed mental health professionals (LCSW, LPC LMFT, Psychologist or Psychiatrist). The foster child may be referred to an approved agency when indicated. Referrals for treatment are made on the basis of medical necessity, treatment needs of the child and reduction of risk. Medical necessity refers to those services required to identify and/or treat a client's psychiatric/behavioral disorder. .

Recommendations by medical professionals in assessing the well being of foster children are often times 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 of the case plan or prepare for court involvement. All treatment provided to OCS clients, is to be addressed in the case plan for the family and child.

The agency will continue to utilize appropriate medical professionals in order to assess the health and well being of foster children to determine the appropriate medical and mental health treatment.

**Methods to Measure/Outcome Measures:** The agency utilizes a peer case review process to review agency consultation with physicians and mental health services. This process involves the review of a minimum of 30 cases per region each year for a total of 300 cases annually. Sample cases are pulled randomly based on statewide case statistics and programmatic considerations. The review involves all areas of service delivery. Reviewers use the Federal Child and Family Services instrument to review all cases selected for review which requires workers to document compliance regarding assessing the child's physical health care/dental needs/mental health needs and ensuring that appropriate services were provided to the child to address all identified physical and mental health and dental needs. The agency also runs case events reports to document initial and on-going physical health and dental exams.

**Updates for FFY 2009-2010:** The agency continuously utilized medical professionals in assessing the health and well being of foster children and in determining appropriate medical or mental health treatment. The agency consulted with physicians to obtain initial annual medical exams and/or annual medical exams on 3, 511 children in foster care during FFY 2008-2009. There were 8,101 foster children served during this timeframe.

*Note: The agency believes that this data is underreported in the TIPS case event screens and therefore does not reflect an accurate account of medical services provided to children in foster care.*

**Activities Planned for FFY 2010-2011:** The agency will continue to utilize appropriate medical professionals in order to assess the health and well being of foster children to determine the appropriate medical and mental health treatment.

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**Substance Exposed Infants**

- *Policies and procedures (including appropriate referrals to child protection service systems and for other appropriate services) to address the needs of infants born and identified as affected by illegal substance abuse or withdrawal symptoms resulting from prenatal drug exposure, including a requirement that health care providers involved in the delivery or care of such infants notify the child protective services system of the occurrence of such condition in such infants, except that such notification shall not be construed to— (I) establish a definition under Federal law of what constitutes child abuse; or (II) require prosecution for any illegal action (section 106(b)(2)(A)(ii));*

In response to the federal Child Abuse Prevention and Treatment Act 338 of the 2005 Louisiana Legislature revised Children’s Code, Article 603 (14) definition of neglect to include reports from health care providers involved in deliveries or care of newborns identified as affected by illegal use of controlled dangerous substances or withdrawal symptoms resulting from prenatal illegal drug exposure when the report is made within 30 days of birth. OCS began accepting reports by prenatal illegal drug exposure or experiencing withdrawal for investigations of child neglect beginning March 1, 2006. Act 396 of the 2007 Louisiana Legislative session revised the Children’s Code definition of prenatal neglect. The definition of prenatal drug exposure was revised and the “chronic or severe use of alcohol” was added to the definition.

**Population Served:** Newborns under the age of 30 days identified by a health care provider or practitioner involved in the delivery or care of the newborn as adversely affected by prenatal exposure to the illegal use of a controlled dangerous substance or chronic or severe use of alcohol, or as having experienced withdrawal symptoms from prenatal illegal drug exposure caused by the parent.

**Goals and Objectives:** Develop a plan of safe care as required by law.

**Services Provided:** This statewide process consists of assessing the safety of the children in the home. 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 that includes necessary services and careful monitoring of the child’s safety. Services such as home health, Family Services, Intensive Home Based Services (where available), substance abuse treatment and assistance from a spouse/partner or family member with parenting may provide sufficient safety for the newborn to remain with his family. When the safety assessment decision is safe or unsafe, but with an in home safety plan that appears sufficient to reasonably 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. When the safety decisions is that the newborn is unsafe, staff are expected to seek court action to assure the child’s safety. If service needs are identified, the worker is expected to refer the family to community and/or DSS services that may be available to meet the child’s needs. Families should also be referred for emergency services with the OCS Family Services Program or Family Resource Centers as needed.

**Updates for FFY 2009-2010:** Brochures are provided to community and mandated reporters to assist in identifying situations that need to be brought to the agency’s attention and to educate

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them on the agency's efforts. These brochures have been updated to include information regarding Act 396.

Child Protection Investigation policy (4-518) was revised to include conducting a mandatory override in cases with a substance exposed newborn to a very high risk level and revising the Appendix 4-F to reflect this change. Family Services policy (5-460) was developed to provide detailed instructions for providing services for substance exposed infants and their families. Foster Care policy (6-205) was also revised to inform staff that when substance exposed infants and their parents had needs identified prior to the transfer to FC, the FC worker is expected to include those in the initial Assessment of Family Functioning, or in the update to an AFF transferred from FS. The new policy includes services to consider for inclusion in the assessment when the foster child is a substance exposed infant. Additionally, FC policy was developed to prepare caregivers when the foster child is a substance exposed newborn/infant who needs specialized care. If a sibling may also have experienced prenatal alcohol/drug exposure, the preparation needs to include available information about the child's behavior related to their exposure as well as new policy that includes the information on caring for a substance exposed infant that shall be given the foster parents/caregivers at the time of placement.

A half day training titled Prenatal Substance Exposure: The Alcohol/ Drug Affected Newborn, has been developed by the training unit in collaboration with the CPI Section. This training covers the effects of alcohol/drugs on newborns, legislative and policy changes, and interventions. Additionally, a training on Substance Exposed Newborns and Relapse Prevention was held October 27, 2009.

In FFY 2009, there were 695 cases reported for substance exposed newborns. 519 of the reported cases were closed as valid (justified).

**Activities Planned for FFY 2010-2011:** The agency will continue to develop a plan of safe care for substance exposed newborns, as required by law.

**Methods to Measure/Outcome Measures:** While codes were added in the agency's information and management system to track referrals for substance exposed infants, the agency has been encountering problems with the data. A reliable method to track substance exposed infants referrals does not exist. Information Technology is currently working with the Child Protection Investigations Section on implementing a solution and developing an appropriate tracking system.

**Service Provisions**

- *Purpose 1-Improving the intake, assessment, screening, and investigation of reports of abuse and neglect (section 106(a) (3)*
- *Purpose 3- Improving case management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families (section 106(a) (3)*

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**Updates for FFY 2009-2010:** Funds are utilized to assist child protection investigation workers to conduct an accurate and thorough investigation and to assist in the implementation of the CPI case planning and delivery process in order to effectively address the care and safety needs of children in the home. Funds are also expended to offer reimbursements to foster parents and workers for incidental expenses incurred on behalf of the foster child in the foster family home which would include, for example, child passenger restraint systems.

**Activities Planned for FFY 2010-2011:** The agency will continue to focus on improving the intake, assessment, screening, and investigation of reports of abuse and neglect and improve case management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families.

**Training**

In 2009 - 2010, staff attended or planned to attend the following major conferences and meetings:

- The 24<sup>th</sup> Annual Prevent Child Abuse Louisiana Conference on Child Abuse and Neglect “Kids are Worth It” was held on March 1-3, 2010 in Baton Rouge, Louisiana. The conference offers various training workshops regarding child abuse and neglect. The conference offers professional development for those who work with children desiring to learn the latest in child abuse and neglect prevention. The conference was attended by OCS staff.
- The Louisiana Foster and Adoptive Parent Association sponsored the 34<sup>th</sup> Annual Foster Parent Conference on February 21-23, 2010 in Hammond, Louisiana. The theme for this year’s conference was “Strengthening the Heroes Among Us.” The annual conference offers OCS staff members and foster parents attending the opportunity to increase knowledge, advocacy, and collaboration for improving safety, stability, permanency, and educational outcomes for children and youth in foster care. A total of 31 OCS staff members and 220 certified foster parents attended the conference.
- In 2009-2010, the National Child Advocacy Center offered nine teleconferences attended by OCS staff from state office and all regions across the state. Topics included “Real Treatment with Real Kids”; “Talk to Me Like I’m Three”; “Child Sexual Exploitation”; “Trauma Related Cognitive Behavioral Therapy”, “Cultural Issues in Child Sexual Abuse and Domestic Violence”; “Seeing is Believing”; “Detecting Deception”, “Effects of Trauma on Child Development and Adult Functioning”; and “Real Treatment with Real Kids.”
- The 8<sup>th</sup> Annual National Child Welfare Information Technology Managers Conference was held May 18-21, 2009 in Bethesda, Maryland. This state information technology consortium sponsored by the National Resource Center of Child Welfare Data and Technology was attended by two (2) OCS staff members.
- Louisiana Adoption Advisory Board Conference for FFY 2009 was held December 10-12, 2008 in New Orleans, Louisiana. The conference was entitled “Adoption Gumbo” and provided sharing of different perspectives, common

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understanding, and promotion of initiatives that pertain to adoption. The conference was attended by regional staff members throughout the state.

- The “Together We Can Conference”, sponsored by OCS-Children’s Justice Act, the Louisiana Supreme Court-Court Improvement Program and other Louisiana sponsors was held January 27-29, 2009 in Lafayette, Louisiana. A total of 125 OCS staff members attended the conference. The conference provides an annual professional development opportunity to those serving Louisiana’s abused and neglected children. The TWC Steering Committee has set October 5-7, 2010 as the date for the next conference.
- Louisiana Foundation against Sexual Assault sponsored the annual conference December 8-10, 2009 in Baton Rouge, Louisiana. This training provides information and training on the victims of sexual assault. A total of seven (7) slots were provided for OCS staff members’ attendance. Regional staff is planning to attend the annual conference of the Louisiana Foundation against Sexual Assault scheduled for December 2010.

**Describe substantive changes, if any, in state law that could affect eligibility:** There are no substantive changes in Louisiana State law affecting eligibility.

**Criminal Record Clearances/Assurance**

- *Provisions and procedures for requiring criminal background checks for prospective foster and adoptive parents and other adult relatives and non-relatives residing in the household (section 106(b)(2)(A)(xxii))*

**Service Description:** Foster/adoptive home applicants and all necessary household members complete the fingerprinting process to obtain criminal record clearances through the Louisiana State Police (LSP) and the Federal Bureau of Investigations (FBI). Section 9-210 of OCS Home Development policy requires that a criminal record clearance on foster and adoptive home applicants and all other members of the household 18 years of age or older shall be conducted prior to certifying a family to foster or adopt in accordance with R.S. 46:51.2 C.

The preceding policy description fully complies with the Child CAPTA Grant requirement. CAPTA is Public Law 108-36, and among other provisions, Section 106(b)(2)(A)(xxii) requires provisions and procedures for requiring criminal background checks for prospective foster and adoptive parents and other adult relatives and non-relatives residing in the household.

**Population Served:** Prospective foster/adoptive applicants and all household members 18 years or older; non-certified caregivers, child placing agency staff; and private foster/adoptive applicants; and other potential caregivers.

**Goals and Objectives:** The goal is to provide a fluent system to obtain criminal record clearance on potential caregivers to determine if disqualifying convictions are a factor.

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**Service Provided:** Fingerprint-based national record clearances continue to be completed statewide on all potential caregivers by using the PRINTRACK Livescan equipment. Arrangements for the person(s) to have fingerprints submitted to the State Police and Federal Bureau of Investigations (FBI) via PRINTRAK are made through each OCS Regional Office. The Regional Office identifies a staff person in the region to conduct the clearances.

In some limited, case specific circumstances, the agency may not be able to: 1) obtain individual's fingerprints as a result of the individual's disability; or 2) obtain legible fingerprints due to low quality fingerprints, as a result of age, occupation or otherwise, thereby making it impossible to obtain results from national criminal information databases. In the aforementioned instances, the manual fingerprinting process is used for prospective caregivers who are incapable of coming to the office to use the PRINTRAK equipment and name clearances are requested if legible fingerprints cannot be obtained.

Additionally, foster/adoptive parents are required to notify the agency if at any time an adult moves into the foster home or when any member of the household has been involved in adult criminal behavior. In these instances, a criminal records check is conducted. If at any time there is reason to believe any foster parent or household member has been involved in adult criminal behavior since the certification and initial criminal record clearance, a criminal record clearance is completed to confirm that the home continues to meet certification requirements. This includes a minor who is a member of the household if there is reason to believe criminal behavior occurred which resulted in the minor being convicted as an adult.

If the worker has personal knowledge of behavior that would place the foster child at risk of harm such as a newspaper report or the foster parent or household member reports criminal behavior, it may not be necessary to obtain a criminal record clearance to confirm the behavior in order for the worker to deny or revoke certification.

**Activities planned for FY 2009- 2010:** The agency will continue to use PRINTRAK Livescan equipment in order to obtain necessary national record clearances in an effort to recruit foster families and quality employees.

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**Citizen Review Panels Annual Report & State's Response to the Panels**

The child abuse and prevention treatment state grants program is utilized in Louisiana to prevent, identify, and treat child abuse and neglect situations. The 1996 amendments of the Child Abuse Prevention and Treatment Act (CAPTA) required states to establish at least three Citizen Review Panels (CRP) composed of voluntary community representatives.

The Panels examine the policies, procedures, and where appropriate, specific cases handled by the state and local agencies providing child protective services. In particular, the panels must evaluate:

- The State CAPTA plan and specific areas of the child protective system which are addressed therein
- The State's compliance with federal child protection standards and assurances set forth in the CAPTA legislation and
- Any other criteria, which the panels consider important to ensure the protection of children, including the coordination of child protection with foster care and adoption services, and the State's review process for child fatalities and near fatalities.

**Citizen Review Panels established in Louisiana include:**

- Beauregard Parish CRP
- Lafayette Region CRP
- Monroe Region CRP
- East Baton Rouge Parish CRP

**Role of Citizen Review Panels**

- Meet quarterly
- Discuss issues regarding the State's child protection system
- Submit annual reports summarizing yearly activities
- Make recommendations to OCS
- Lobby the Louisiana Legislature to preserve/procure funding for service delivery
- Educate the community regarding child protective services

**OCS Responsibility to Citizen Review Panels**

- Offers support to CRP
- Provide technical assistance regarding the organization, the service delivery system and various grant opportunities
- Submit available CRP annual reports to the Administration for Children & Families by December 31<sup>st</sup>
- Includes CRP reports in the Annual Progress and Service Report (APSR) submitted to ACF on or before June 30<sup>th</sup> of each year.
- Review CRP recommendations
- Address panel concerns
- Implement recommendations whenever possible
- Respond to CRP recommendations in writing

**Citizen Review Panel Recommendations**

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CPR recommendations have varied from panel to panel and often included recommendations to collaborate or enter into working agreements with other state agencies such as the Louisiana State Board of Education and the State Board of Medical Examiners. In addition, the panels' recommendations and concerns focused on child safety, permanency, and well-being, as well as a shortage of certified foster parents, effectiveness of the current OCS Young Adult Program, staff turnover, public education of citizens and mandated reporters and the confidentiality of children in care.

**UPDATES TO ACCOMPLISHMENTS FFY 2009-2010:** Louisiana currently maintains four Citizen Review Panels (CRP) in our state. One is regionally based, Monroe Region, and three are parish based, Beauregard, East Baton Rouge, and Lafayette Parish. The newly formed CRP in East Baton Rouge Parish will be a part of the CRP association in Louisiana. The Louisiana Citizen Review Panel's (CRP) were actively engaged throughout this fiscal year. Beauregard Parish CRP has met with Stakeholders approximately three times this year and has worked to increase motivation to support projects that facilitate the goals of CRP. They identified the "Duffle Bag Project" in their current report which was initiated through CRP several years ago. However, a local faith-based organization has agreed to manage this project and maintain it in their community. Beauregard CRP is uniquely located in geographical proximity to a large army base, Ft. Polk, and the chair of the CRP plans to develop activities or functions that seek to educate and engage military parents revolving around safety issues for their children.

Lafayette CRP has met approximately six times. They focused on barriers to permanence for foster children and ways to improve outcomes in custody/adoption processes. Additional legal staff would benefit this region, however, budget constraints do not allow for this consideration at this time. Future focus for this CRP is going to center on children aging out of foster care and youth in the Young Adult Program.

Monroe CRP met five times over the course of the year with subgroups meeting as well. The Monroe CRP chose to focus on transitional services for children aging out of the foster care system. The core of their activities were directed toward a well-coordinated and orchestrated weekend event that involved forty-one transitioning children with approximately seventy-five community volunteers and OCS staff. This event executed a number of diverse activities with the sole purpose of educating and engaging these youth to develop their life skills. It was an extremely successful event. This CRP plans to continue with efforts of supporting transitional youth and developing other premier events that educate and support their local youth.

**ACTIVITIES PLANNED: FFY 2010-2011:** Transitional youth planning and working with military families are projects that the three established CRP's hope to either continue or embark upon. The newly formed Baton Rouge region CRP is currently planning and exploring opportunities to fully utilize the group. On June 21, 2010 a teleconference is scheduled for the Baton Rouge CRP with the members from the Monroe and Beauregard CRP. The teleconference was primarily arranged so the CRP could learn about the efforts and activities of the Monroe CRP as the other groups seek to harness and engage the enthusiasm from a successful group and, replicate efforts that are specific to the needs of their own individual CRP's.

**BEAUREGARD PARISH CITIZEN REVIEW PANEL**  
**Membership/Board Members**

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**Chair** - Gayle Hodnett, CASA Executive Director  
OCS Liaison – Donna McCullough, Child Welfare Specialist 4  
Greg Gill, Child Welfare Specialist 4  
Patricia McClinton, Child Welfare Specialist 3  
Carol Williams, Victim Assistant Coordinator, District Attorney Office  
Jill Cooper, MSW, Beauregard Memorial Hospital  
Mark Ifland, LPC  
Kim Haynes, Beauregard Parish School Board  
Hayward Steele, Homeless Coordinator, Beauregard Parish School Board  
Annette Duplechin, Executive Director, BeauCARE  
Sheri Hogg, Director, Prevent Child Abuse Louisiana  
Patty Doyle, Administrative Assistant, June Jenkins Women’s Shelter  
Jerry DeWitt, Community Service Director, City of DeRidder  
Zack Shirley, Supervisor of Discipline, Beauregard Parish School Board  
Robert Butler, FINS Intake Officer, Beauregard Parish Sheriff’s Office  
Lt. Christopher Rudy, DeRidder Police Department  
Myrna Cooley, TASC Supervisor (Truancy)  
John Yerby, TASC Coordinator

**2009 Activities**

Due to the unusual high number of children coming into custody of the State in Beauregard Parish and high caseloads of workers, a time for workers and field staff to meet to discuss staffing needs was unsuccessful. CRP is hopeful this can be planned for 2010.

Another goal of CRP is to provide local training that will strengthen services offered to the children in the area. Through CASA, Karen Hallstrom, JD/MSW, Deputy Judicial Administrator for Children and Families gave a presentation on the judicial system on April 27, 2009. Mitch Evans, a local attorney, gave a presentation on court testimony.

At the December 1, 2009 meeting Patricia McClinton and Greg Gill discussed the ‘Duffle Bag Project’. This is a project that was developed by the first CRP in Beauregard Parish. Many community organizations have been generous in continuing this project, even though the CRP did not meet for several years. As a result of the December 1 meeting, Patricia McClinton and Donna McCullough will present more information to the Beauregard Ministerial Association on February 3, 2010.

**Identified trends/findings/concerns**

None at this time

**Recommendations**

None at this time

**OCS Response:** No response needed at this time.

**LAFAYETTE PARISH CITIZEN REVIEW PANEL**  
**Membership/Board Members**

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Linda Boudreaux, Family Resource Center Director – **Chairperson**  
Katherine Boudreaux, Cadence (Goodwill)  
Louisa Redell, Office of Family Support  
Christy Lamas, LA Rehabilitation Services, replaced Karen Dodd, LRS  
Michael Turnage, Retired LCSW  
Philip Thevenet, LCSW  
Rex Leblanc, Retired Psychologist  
Jim Wright, private provider for OCDD Community Homes  
Lee Armelin, Gulf Coast Teaching Families Community Homes  
Albert Glaude, Sheriff’s Department  
Pat McGhee, Assistant District Attorney  
Carleen Jones, CASA Director for St. Landry CASA  
Missy Ledbetter, Goodwill  
Melissa Thompson, Regional Program Specialist, Liaison

**2009 Activities**

The Lafayette Region OCS Citizen Review Panel met initially on January 21, 2009 for the purpose of studying and recommending steps to improve outcomes in the Lafayette Region custody/adoption process. Committee members designed a review form that was approved by OCS Regional Program Specialist, Melissa Thompson. Five members of the panel volunteered to act as a subcommittee for the purpose of reviewing twenty-five randomly selected case records using the review form criteria. The purpose of the review was to secure data enabling the committee to draw meaningful conclusions regarding the custody and adoption process and to recommend actions by Lafayette Region OCS to improve system performance.

A list of all Lafayette Region cases with a goal of adoption with a judgment of termination of parental rights and those without a judgment of termination of parental rights during the fiscal year ending June 2008 was identified. From that list, 25 cases were randomly selected by Dr. Rex Leblanc for review by the panel subcommittee. The conclusions from the case record reviews are outlined in this report. The Review Form and Data are available under separate cover.

**Panel Recommendation:**

**Need Legal Intervention**

Evidence is that a significant barrier to finalization of the status of children in the OCS system is related to inadequate legal services. The Attorney must attend planning meetings, file petitions for termination of parental rights, attend hearings for these, prepare surrenders as needed and lead legal planning through contact with the courts. All of this requires significant legal time. Currently the Region uses two full time attorneys employed through the OCS Bureau of General Counsel. Another attorney is needed to facilitate movement of cases through the courts in Region V.

More hours of attorney time is seen by the committee as saving the agency funds, as well as assuring a predictable proceeding that is fair to the child and the family. The cost of maintaining children unnecessarily in custody of the State, because of delays in legal proceedings is viewed as greater than the cost of providing the needed legal services.

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Due to the current budget crisis within the State, the committee recommends that the need for an additional permanent full-time attorney position within Region V be submitted to the Streamlining Committee as a long-term cost saving measure for the State. Due to the volume of cases within the region and the large geographic area covered by Region V, it is imperative to maintain three permanent attorney positions to facilitate permanency through adoption, thus allowing foster children to exit state's custody more expediently.

**OCS Response:**

Currently, Louisiana is experiencing a severe budget crisis. Relative to that issue, the Department of Social Services is currently implementing a re-organization of the Department in efforts to streamline the management of services. To that end, positions are being eliminated and reconfigured. OCS may not request new positions at this time, but there is the possibility that in the future, this type of need for an attorney may be considered. In an effort to alleviate the extensive back log of cases awaiting filing of a termination of parental rights petition, the agency has contracted with a local attorney, William Babin, to handle twelve cases with a goal of adoption. The agency is also in the process of hiring a third attorney for Lafayette Region to assist with processing of termination of parental rights cases.

**Panel Recommendation:**

**What happened 2005 to 2009?**

Data available to the team indicate that procedures followed in 2007 were significantly more successful at achieving adoption within 24 months than procedures currently used (31% return rate v 9.3% rate in 2009).

The committee recommends return to practices between 2005 and 2007 relative to planning for children who come into state custody. Practices used during this period resulted in an increase in exits to adoption from 6.42% to 31%.

**OCS Response:**

It is recommended that the Regional Program Specialist explore the policy and practice differences to determine what may have impacted this difference and explore options that will allow a return to previous practice.

**Panel Recommendation:**

**Contractual treatment plans**

The committee feels that case plans are difficult to understand and evaluate. The committee recommends that treatment plans be reduced to an easy to understand contract format that requires specific performance of both parents and the agency with measurable time limited, process oriented objectives for all parties. Such an understanding is more easily understood by all involved, including parents, agency, the court and persons attempting to evaluate the success or failure of efforts on behalf of the child.

The committee feels that this is a key issue to assure the safety and security of children in the OCS system, and that few positive outcomes can be predicted unless reform is undertaken as proposed.

**OCS Response:**

State Office Division of Programs are reviewing and assessing case planning at this time.

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**Panel Recommendation:**

**Establish data set**

More careful attention to the design of data sets that are understandable and functional is necessary to the tracking of success and failure rates on goals established by the Agency. Relationships between populations, subsets and observations are not clearly drawn in the data reviewed. This would make an excellent research project for a Masters Level Student.

**OCS Response:**

This recommendation will be forwarded to our Quality and Assurance Research Division.

**Panel Recommendation:**

**Training**

Training continues to be a major component for the CRP this year. Lorrie Briggs, District Manager, presented information to the panel members on investigations relative to ACT 278, formerly ACT 148. CRP member, Michael Turnage, attended the Together We Can Conference held on October 8, 2009. This conference is sponsored in part by the Office of Community Services. Training provides panel members with information on current issues in child welfare, trends in child welfare, and state of the art knowledge regarding innovative programs addressing issues in the child welfare system.

**MONROE REGION CITIZEN REVIEW PANEL**

**Membership/Board Members**

- Melody Breland, Chairperson, Early Childhood Supports and Services
- Mike Cappel, CRP Vice Chairperson, ULM
- Ray Owens, Morehouse Parish Schools
- Peggy Kirby, Foster Parent Association
- Tammie Slawson, Seeker Springs
- Kathleen Bubin, Volunteers of America
- Angie Thomas, Methodist Children's Home
- Teprika Parks, Methodist Children's Home
- Casey Morace, Methodist Children's Home
- Patty Newman, Office of Youth Development
- Bernadine Adams, Family Justice Center
- Ashley Davis, LA Baptist Children's Home
- Melissa Brown, Ouachita Parish Health Unit
- Tamara Thompson, University of LA Monroe

The focus of the Region 9 Citizen Review Panel (CRP) over the course of the past two years has been directed toward transitional services for children who are aging out of the foster care system. During 2008, our panel had examined existing OCS policies, procedures, and implementation of transition services for this population of foster children. After conducting our review and interviewing individuals who were currently aging out or who had recently aged out of care, it was found that the level of preparedness for independent living was not always complete, even in those who had taken advantage of the transition services already in place through the agency. The Panel considered ideas that might result in improved outcomes for this population. One idea was that of hosting an intensive transition event to be conducted over

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several consecutive days which would reinforce the skills already being taught in their current life skills classes. It was believed that this more intense focus would enhance their retention of skills. Plans had been made prior to the beginning of the 2009 calendar year to continue with this focus for the following year and to pursue the development and execution of an intensive weekend transition event in a camp setting for children aging out of foster care. Early in 2009, we were encouraged to learn that a state-wide task force had been formed to address some of the same concerns that we as a Panel were discovering regarding the special needs of this group of foster children.

During 2009, CRP met five times as a complete group. These meetings were held on March 4, June 10, August 12, September 30, and December 2. Several representatives from the panel also met separately as needed to make plans for the transition event, *Life Skills Camp*, which was to be the culmination of our joint focus. Many of the panel members also worked as volunteers at this weekend transition event which was held October 31 through November 1.

Region 9 CRP member Tammie Slawson is a representative of Seeker Springs, which is a private non-profit faith-based agency which uses camps and retreats to serve our community. Ms. Slawson wrote and was awarded a grant from the Jr. League of Monroe in the amount of \$10,000 from which much of the funding for the event would flow. In addition, sponsorships were received from Van-Trow Toyota, Community Trust Bank, First Baptist Church of West Monroe, First Presbyterian Church of Monroe and FAIR Visions/Ouachita Foster Parents Association. Individual sponsors also contributed finances, staff volunteers, and goods so that the event was funded completely by the community at no cost to the participants, the volunteers, or the agency. The camp was held at Seeker Springs.

*Life Skills Camp* was comprehensive in nature, giving an intense exposure to a variety of life skills which will help promote successful independent living. The areas of focus were:

- Financial Skills—the University of LA at Monroe along with Bancorp South provided lessons in budgeting, credit management, balancing a checkbook, and savings.
- Job/career fair—Students learned to write resumes and fill out job applications, experienced a mock job interview, and had opportunities to talk individually with volunteers from the community from various professions about their occupations.
- Education options—recruiters from various schools, colleges, and universities were present to discuss different educational paths and options for financial assistance.
- Freedom Ranch segment—specially trained “cowboys” utilized horses to teach relationship skills, overcoming fears, patience, and trust.
- Ropes Course—certified ropes course facilitators took the campers through a series of challenges where as teams they learned about teamwork, communication, problem solving, overcoming frustrations, perseverance, and using initiative.
- Common pitfalls—students were given insight by law enforcement and other professionals as to some of the consequences they might experience as a result of poor choices in their decisions regarding illegal activities, use of substances, dating, and sex.
- Lifetime leisure activities—students learned from various volunteer mentors as they participated in positive leisure time activities such as scrapbooking, cooking, fishing, crafts, sports, and relaxation techniques.

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Highlights of the weekend also included motivational talks by individuals who shared stories from their own experiences about transitioning into adult life:

- Dr. Michael Garret, Executive Director of Homes of Hope for Children, and Baptist minister Timothy Lee inspired the campers with their personal accounts of growing up in foster care, the challenges they had to overcome, their ultimate triumph over adversity, and the satisfaction of enjoying family and career in their adult lives.
- One young woman who recently transitioned out of foster care shared with campers some of the mistakes she had made initially and how to avoid them. She encouraged the participants to develop a support system to make the transition easier.
- Former rodeo champion and head rancher for Freedom Ranch Camp, Lamar Lagrone, shared his life's story around a campfire, encouraging the campers to be careful about not making the wrong choices he had made as a young adult and warning them about some of the consequences that resulted from those choices.

A total of 41 transitioning foster children from across north Louisiana came together for this weekend camp, along with approximately 75 community volunteers. It was a richly rewarding experience for all who participated. After a review of the camp evaluations and critiques, the CRP believes that this event had a much greater impact in the lives of these young people than a series of short life lessons over the course of time might possibly have had.

**Panel Recommendations:**

- Continued focus on ways to improve outcomes for transitioning youth as they leave care.

**OCS Response:**

National Youth Transitioning Database (NYTD) is federally directed and is surveying youth and staff about their transition out of foster care and what would benefit those specific youth as they begin life on their own. Funding has been entirely directed towards this effort.

- Consideration of the development and implementation of a tracking mechanism in order to measure outcomes of these young adults after they move into independent living.

**OCS Response:**

The NYTD is focused on measuring those youth who transition or are transitioning out of foster care.

- The creation of a position within OCS for a Transition Specialist who would be responsible for the oversight of all children soon to be transitioning out of foster care and over the implementation of programs that prepare these young people for independent living.

**OCS Response:**

This is a request that OCS values and would like to honor. Severe budget constraints within our state budgeting system at this time will not allow for any new positions. Positions that are already established remain critical to the mission of the agency.

- Funding for an annual Transitional Living Camp or other intensive focus on life skills.

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**OCS Response:**

It is hopeful that continued contributions and In-Kind services will allow another exceptional life skills training camp for our youth. Again, there is no funding available that will allow a budget for this purpose at this time.

- Consideration of the allocation of prevention funds and/or reunification funds as resources for the financing of such additional transition programs.

**OCS Response:**

The issue of extensive budget reduction impacts the consideration of this request as well. Currently there are no opportunities to allow for additional funds.

- Reestablishment of incentives offered to transitioning teens who complete transition plans.

**OCS Response:**

The incentive funds were necessarily transferred to the NYTD mandate. There are no additional or supplementary funds to be utilized at this time. Funds are not expected to be available for the State Fiscal year, 2010-2011.

**Conclusion:**

The Citizen Review Panel would like to thank the Region 9 Office of Community Services for their continued support of our group. Jackie Perkins, retired OCS Regional Administrator; Cindy Murphy, OCS Regional Administrator; Marsha Linam, Assistant Regional Administrator; Mary Gray, OCS Regional Program Specialist; and Jacquiela Wright, OCS Administrative Coordinator have promoted the success of our efforts with all the resources available to them. This team has been open to our suggestions and has worked alongside to help facilitate the implementation of our ideas as we seek to address the challenges which face OCS and our community. We look forward to our continued partnership in the coming year.

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**STATISTICAL AND SUPPORTING INFORMATION**

**Juvenile Justice Transfers**

Please refer to the Foster Care Program Service Description on page 45.

**Monthly Caseworker Visit data**

Please refer to the Foster Care Program Service Description on page 41.

**Timely Home Studies Reporting and Data**

Please refer to Interstate Compact on the Placement of Children (ICPC) on page 51.

**Inter-Country Adoptions**

Adoption Program Service Description on page 62.

**Educational and Training Vouchers**

John H. Chafee Independence Program on page 98.

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**Louisiana Children's Trust Fund 2009 Annual Report**

**PREVENTION NETWORK- SERVICES AND POPULATIONS**

As the Community Based Child Abuse Prevention (CBCAP) Lead Agency, the Louisiana Children's Trust Fund continued to serve as a leader in prevention activities in the state of Louisiana. Collaborations with Prevent Child Abuse Louisiana, Louisiana State University and Southern University Cooperative Extension Services continued to provide an outreach of prevention programs and services statewide. Prevent Child Abuse offered the Nurturing Program and Circle of Parents. Extension Services offered a variety of programs that included Every Touch Counts, Right from Birth, Children in the Middle and Active Parenting series. The First Three Years Quality Care in collaboration with Southern University Cooperative Extension provided training of Head Start and Child Care professionals statewide.

The CBCAP funds maintained a strong prevention network with its funding of programs to strengthen families and provide life skills for children. The Children's Trust Fund provided funding in five major categories: parent support and education; life skills and safety education for children; hospital and home visitation programs; public education and awareness and professional/volunteer training. The numbers in the 2009 Annual Report are as follows:

Children taught life skills and safety	42,753
Parents provided education and support	25,808
Families furnished hospital and/or home visitation	2,854
Adults given public awareness and education	135,850
Professionals and volunteers trained	7,488

There were a total of 227 programs funded at a total cost of \$1,256,649 with a total population served of 214,753 at a cost of \$ 5.83 per person/family.

Special needs populations were targeted with a life-skills program, PASSED, offered to the special needs children. Special needs population programs included parenting training for adoptive parents of special needs children. The continued Autism Support Program also provided services to special needs children and their families. Support groups for the parents and activities for the children were provided through this program. Parenting support and respite services were provided to parents with disabilities. The numbers served for these populations were 1,016 special needs children and 197 special needs parents.

Statewide respite, crisis care and safe visitation centers continued to be supported with CBCAP funds. Programs continued to be delivered to parents and children in domestic violence and homeless shelters. Family Resource Centers continued to provide literacy and strengthen families programs. Parenting support, after-school programs, and resource and referral services continued to be provided at these centers.

The Archdiocese of New Orleans continued offering life skills classes to the Independent Living Program (foster care children about to age out of the foster care system) and the Jewish Family Services provided Teen Life Counts, a teenage suicide prevention program that was offered through the Orleans and Jefferson public and private school systems. A new CBCAP program was Bridges for Children, an early childhood network linking community resources for building resources in developing growth and enhancement of services for children and families.

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**COLLABORATION AND COORDINATION**

As previously mentioned the collaborations with Prevent Child Abuse Louisiana, Louisiana State University and Southern University Cooperative Extension services continued to play major roles in delivery of services to family and children in Louisiana. The Cooperative Extension services were especially instrumental in reaching rural and hard to reach populations.

The Children's Trust Fund continued to serve an active role in the Louisiana Partnership for Children and Families. This statewide organization continues to promote and advocate for necessary improvements to the quality of life for children and families in Louisiana. Another organization that the Children's Trust Fund played a major role in the development and expansion was the Louisiana Parent Educators Network (LA PEN). LA PEN has goals of providing guidance to parent educators and establishing core competency for this profession.

A new collaborative effort begun this past year was the Education Begins at Home Task Force. This group consists of the Children's Trust Fund, Prevent Child Abuse Louisiana, Nurse Home Visitation Program, Parents as Teachers, Louisiana Home Instruction for Parents of Preschool Youngsters (HIPPO) Program, Bright Start and LA PEN. This task force's purpose has been the development of the necessary requirements for the possible upcoming Federal Legislation. The task force wants to have work begun and developed when the legislation becomes a reality.

Another statewide initiative the Children's Trust Fund has been actively involved with has been the expansion of the Nurse Family Partnership in Louisiana. The Children's Trust Fund has previously funded necessary research and evaluation of the Louisiana Nurse Family Partnership in Louisiana. This allowed for the program to calculate and develop evidence of the effectiveness of the program in the state. Currently the state of Louisiana is one five states in the running for PEW Foundation funding of a public awareness and education campaign for the Nurse Family Partnership Program.

**ADVOCATE FOR SYSTEMATIC CHANGE**

The Children's Trust Fund's Executive Director continued to serve in leadership positions on several statewide advocacy and statewide initiatives for systematic change. These positions included member of the Governor's Children's Cabinet Advisory Board, Board Member of Louisiana Partnership for Children and Families, and Co-Chairman of the Parent Education Committee of the Bright Start Initiative (formerly Early Childhood Comprehensive System). The Executive Director also served on the Legislative Policy Committees of Louisiana Association of Non-profit Organizations and the Children's Cabinet Advisory Board. In these positions legislative agendas to improve the quality of life for children and families in the state were advanced.

An out growth of the Bright Start Initiative was the Quality Rating System for early childcare in the state. The Children's Trust Fund has played a major role in the development and advancement of the Quality Rating System. Part of the emphasis that the Children's Trust Fund has continued has been inclusion on the Strengthening Families Initiative including the development of the Protective Factors into the Quality Rating System.

Being housed in the Department of Social Services, Office of Community Services has provided the Children's Trust Fund continued opportunity for involvement with several federal initiatives involving families and children in the state. Input from the Children's Trust Fund was given to

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both the PIP and IV-B Plans. In particular, the Children's Trust Fund participated in development of the Children and Family Service Reviews/Program Improvement Plans/ Statewide Assessment; the Children and Family Service Plan; Child Protective Services/Alternate Response System; and Continuum of Care. Collaboration continued with the Promoting Safe and Stable Families (P.S.S.F.) and Adoption and Safe Families Act (A.S.F.A.) initiatives.

**PARENT LEADERSHIP AND FAMILY INVOLVEMENT**

Parent leaders and family involvement provided input into needs assessment and program planning for the Children's Trust Fund. Parents serve an active role in grant review and program development. A parent leader also continues to serve on the Children's Trust Fund's Board of Directors.

The Children's Trust Fund has also nominated a Foster Parent and representative from Grandparents Raising Grandchildren to serve on the Governor's Children Cabinet Advisory Board. These two representatives have added a much needed new dimension to the Advisory Board. The Children's Trust Fund has continued to promote Parent Leaders in statewide efforts for children and families.

The Circle of Parents program continued to assist in the expansion of parent leaders throughout the state. With each "circle," parent facilitators and group leaders were developed. Another group of parent leadership that was expanded and strengthened throughout the state was the Grandparents As Parents and Relatives As Parents population.

This past year the Children's Trust Fund underwrote the Hirtzel Institute's study on the extent of the issue and problems facing grandparents raising grandchildren in Louisiana. Through surveys and interviews (in-person and phone) and data collected, the final report quantified and projected the amount of money grandparents raising grandchildren saved the state's human services system, in particular, its foster care and human services systems. The report also identified "best practices" of other states related to grandparents raising grandchildren population.

**TRAINING AND TECHNICAL ASSISTANCE**

Technical assistance on P.A.R.T. and the Logic Model continued to be offered to the Children's Trust Fund grantees. Both P.A.R.T. and the Logic Model have been incorporated into the Children's Trust Fund application. Grant workshops were offered to all potential grantees to help with developing benchmarks, performance measures and understanding evidence-based/evidence-supported programs.

Through the annual grantee meeting and quarterly regional meetings, trainings were offered throughout the year. Grantees were provided technical assistance compact discs as well as instruction of on-line reporting of Children's Trust Fund activities. The Children's Trust Fund continued to underwrite training opportunities for its grantee agencies. This past year one of the trainings was in collaboration with LA PEN. The "Outcome Accountability" training was offered through the assistance of Family Resources Information Education and Network Development Services (FRIENDS) and received excellent ratings from all who participated.

The other training offered was a webinar provided by Prevent Child Abuse Louisiana. The "Research to Reality" provided updated information on the Ace Study as well as Protective Factors to grantees. This training also received excellent reviews from those who participated.

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The Children's Trust Fund continued its annual support of several professional trainings and conferences statewide. Support included underwriting of key-note speakers as well as providing stipends or scholarships for those who otherwise would not be able to afford to attend. This allows for extended educational opportunities for providers and clients (including parent leaders) of Children Trust Fund programs.

**EVALUATION**

Children's Trust Fund grantees included benchmarks and outcomes as part of their contractual agreement. A final Evaluation Report was compiled by the Children's Trust Fund with data collected from the Children's Trust Fund programs. This data included information on benchmarks met; satisfaction of consumers; and peer review of program services.

The final compilation showed 80% satisfaction rate from consumers receiving services from Children Trust Fund programs. In addition to the satisfaction rate, the success of reaching benchmarks was also shown. In the majority of the Children's Trust Fund programs, 90% of benchmarks were met with a total of 75% consumers showing positive outcomes pre and post services.

**PUBLIC AWARENESS/EDUCATION AND CHILD ABUSE PREVENTION MONTH**

The main focus of Child Abuse Prevention Month was the 25<sup>th</sup> birthday celebration of the Children's Trust Fund. Birthday celebrations were held statewide in each region of the state and included past and present Children's Trust Fund grantees. The celebration concluded with a Day at the Capitol with exhibits by Children's Trust Fund programs in the Capitol Rotunda and a giant Birthday Cake for all, legislators and programs. All past Children's Trust Fund Board Chairpersons were present to cut the cake together.

A cooperative relationship has continued with the Louisiana Children's Trust Fund and Clear Channel Communications. The Children's Trust Fund radio program the "Kid-formation Hour" Prime Time for Parents continued broadcasting but this year it was moved to Saturday mornings at 7:00 am. This hour proved to be a very good time to reach busy moms preparing for weekend activities. This will be the programs eleventh year of production and its popularity continues to grow among parents and providers.

**CHALLENGES, BARRIERS AND/OR OPPORTUNITIES**

The two challenges and barriers to the Children's Trust Fund CBCAP programs were funding and education. As with most programs nationwide the economic impact had a negative impact on families and children in Louisiana as well as service providers. Rise in unemployment rates, alcoholism and drug abuse and homelessness were just a few of the negative factors effecting families in Louisiana. With the rise of these came the increasing need for child abuse and neglect prevention programs.

The economic impact, however, also affected Statewide Funding. Since the Children's Trust Fund received its funds from dedicated duplicate birth certificate funds, its funding was available this past year. The Children's Trust Fund did have to fight for its survival and its continued support. The Executive Director had to provide testimony before the Joint Legislative Finance Committee.

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The second challenge, education, also offered opportunity for support of the Children's Trust Fund and its programs. This past year elections were the first year the new term-limits law was enacted. Therefore, the majority of legislators were new. There was a definite learning curve, but this worked to the Children's Trust Fund's advantage.

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**COURT IMPROVEMENT PROJECT**

The information below provides a summary of activities of the Court Improvement Project (CIP) during FFY 2010 and provides updates on implementation of the recommendations developed from the Child and Family Services Review (CFSR) site visits and the final report. It also provides an update of the progress of CIP goals for year one of the 2010-2014 CSRP. CIP has continued to be a valuable OCS partner and an outstanding advocate for the vulnerable children and families served by the agency, and that positive relationship is expected to continue.

**Connections for Permanency**

Connections for Permanency (CFP) is designed to find family for dependent youth and to engage them in the child's life in a meaningful way. The target populations are youth aging out of foster care, in residential care or with Alternative Permanent Living Arrangement as their case goal. A primary purpose of the demonstration project was the development of a family finding methodology that could be successfully replicated across the State of Louisiana. The final report recommended that stakeholders consider the following key recommendations: Gather and share lessons learned from the demonstration project with all stakeholders; incorporate family finding strategies in all OCS regions; continue to serve the youths identified during the demonstration project; incorporate well-defined communication strategies including a public relations component; commit to a primary model of family finding in Louisiana (either the generalist or the specialist model); ensure family finding strategies incorporate an inter-disciplinary approach including collaborating with other state agencies and approved not-for-profit organizations (e.g., Louisiana CASA); and incorporate the use of technology to track data related to case referrals, family finding progress reporting and information sharing particularly with the Integrated Juvenile Justice Information System (IJIS) and the Children's Law Advocacy Resources On-line (CLARO) website.

During the past year, OCS worked toward many of these goals. A primary task was developing an MOU with Louisiana CASA to utilize CASAs throughout the State in conducting searches for relatives. To prepare for this, OCS conducted focus groups with OCS caseworkers and CASA volunteers in two regions to foster communication regarding how CASA and OCS can work together. Approximately 30 CASA volunteers were trained on diligent search and how permanency differs from placement. Clarified that CASA will conduct the search but the OCS worker will contact the family. This may change over time as CASA becomes more comfortable with an outreach role. An MOU between OCS and CASA was produced.

**Disproportionate Representation of Minorities**

The Louisiana CIP chose to address the issue of disproportionate representation of minority families in the child welfare population through an initiative designed to generate data to provide a portrait of the degree to which, and the stages at which, minority families and children are disproportionately represented in the Louisiana child welfare system and identify ways in which the courts can help to ensure that minority children reach permanency in a timely fashion and are treated equitably. The initial work done by this committee, including analysis of Parish-level data, led to the following observations, among others: African Americans tend not to pursue guardianship and/or take any legal steps to secure custody for fear of causing family discord. Guardianship eligibility requirements may be too stringent. Additionally the following were noted as potentially helpful strategies in offsetting disproportionality: Fictive kin should be considered to expand placement options; OCS may need to develop relationships with churches to encourage adoptions and more foster homes; case workers should make sure older children

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know about YAP and research whether YAP participation rules are too restrictive; development of better ways to monitor action towards complying with case plans in a timely manner (including progress reports to the court). Ensure parents are included in developing the case plan and customize the plan to family needs to gain better 'buy-in'.

Since quarterly benchmark conferences and second shelter hearings are being conducted in Orleans, a model for replication should be studied including a model that focuses on parents' attorneys and Assistant District Attorneys. Continue to improve the working relationship between case worker and CASA despite different goals (best interest of family vs. best interest of child only) and challenges (e.g., limited number of CASAs, voluntary involvement by CASA, adherence to Agency policies).

During the year, a number of activities took place to help identify and resolve causes of disproportionate representation, including the following: The National Child Welfare Resource Center on Legal and Judicial Issues (RCLJI) provided technical assistance to the state. A representative of the RCLJI met with stakeholders in the 16th judicial district. Both the 16th JD and the Orleans Juvenile Court have formed committees and are developing strategic plans to guide work on responding to the needs of minority children in care. Among the activities that may be piloted in these courts and then expanded statewide are the development of bench cards, a collection and summary of relevant literature, and a best practices bulletin.

The Children's Code Committee has been asked to address concerns related to the legal concept of 'guardianship' and how to make it an effective and accessible vehicle to facilitate permanency. In its August 7, 2009 meeting the Committee discussed the fact that revisions are not required by the federal act, "Fostering Connections to Success and Increasing Adoptions Act" (P.L. 110-351); however, because there is no body of guardianship law in Louisiana, it was deemed advisable to provide for at least the most obvious issues raised by guardianship. The general consensus was that: there be a specific authorization for a guardianship subsidy as there is for the adoption subsidy; and the standard for issuance of a legal guardianship should be by "clear and convincing" proof, rather than simply the preponderance of the evidence. However, it was also agreed that this is a complex undertaking and will be a long-term project.

**Improved Legal Representation**

Louisiana law requires that children in CINC cases must be provided with attorneys. Federal law requires that children in CINC cases be represented, but provides a great deal of discretion to states in determining whether the representation will be by an attorney who represents the child's wishes, or by an attorney or trained non-attorney who represents the child's "best interests." Many legal scholars contend that the child's representative should serve in the traditional client role.

Thanks in part to the efforts of the Louisiana State Legislature and its Task Force on Legal Representation in Child Protection Cases, the laws in Louisiana that govern the representation of children in CINC cases earned the state an "A" on First Star's National Report Card on Legal Representation for Children, one of only five states to do so. However, the grades given by First Star looked at the content of legislation and court rules, not the implementation of the laws and rules. Appointing attorneys for children does not guarantee quality legal representation. Although in many legal systems, juvenile or dependency court work is viewed as lower in prestige than many other types of cases, the work is in fact far from simple.

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In 2006, legislation created the Child Advocacy Program to oversee either salaried or contract attorneys providing representation to children in CINC cases. The Child Advocacy Program is housed in the Mental Health Advocacy Service (MHAS), an existing state agency within the office of the governor. Beginning in July 2010, the child advocacy task force will adopt the following plan: Mental Health Advocacy Services/Child Advocacy Program will represent all CINC children in the jurisdictions they currently serve; The Louisiana Public Defenders Board will represent all CINC parents statewide; Louisiana Services Corporations will represent all CINC children in jurisdictions not served by MHAS/CAP. These changes are expected to produce a uniform statewide system of representation providing greater specialization, more stability, efficiency, equity in expenditures, and improved quality control and administrative oversight.

**CASA Expansion**

CASA has been working on possible expansion into a number of currently unserved communities. The work begins with judicial contact to determine interest level and answer any questions or concerns that may be outstanding. CASA has been working on possible expansion into a number of currently unserved communities. The work begins with judicial contact to determine interest level and answer any questions or concerns that may be outstanding. LACASA has met or communicated with judges in Grant Parish, Concordia/Catahoula, LaSalle Parish, Avoyelles Parish; and Plaquemines Parish.

LaSalle has expressed interests in a standalone program serving only that jurisdiction. Information and statistics for that community are currently being compiled in a report for the Judge's review. A steering committee was created and met in Grant parish, where interest and support for CASA was expressed. A follow up meeting to include additional stakeholders from the community is scheduled for January 14. At that time, the group will discuss process for start up and will look at examples of CASA program models.

Concordia/Catahoula parishes are in the process of identifying stakeholders for a steering committee. Judge Johnston is on medical leave through the end of the year. LACASA will follow up in early January to set up next meeting. Plaquemines Parish is most advanced as the CASA program is being established under the umbrella of Plaquemines CARE Center. Provisional membership has been submitted to National CASA.

**“Together We Can” Conference**

The Together We Can Conference is a partnership to provide an annual professional development opportunity to those persons serving Louisiana's abused and neglected children. Sponsoring organizations include Louisiana Office of Community Services—Children's Justice Act, Louisiana Supreme Court—Court Improvement Program, Louisiana Foundation Against Sexual Assault, Louisiana CASA Association, Louisiana Children's Trust Fund, Child Advocacy Centers of Louisiana, National Association of Social Workers—Louisiana Chapter, Louisiana Council of Juvenile and Family Court Judges.

The latest Together We Can (TWC) Conference was held January 27-29, 2009 in Lafayette, Louisiana. This year was a three-day event, the extra day included a special track for Child Advocacy Centers and a track for Louisiana Court Appointed Special Advocates (which combined their annual conference with TWC). The CASA special track was open to, and

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attended by, many non-CASA attendees. The TWC Steering Committee has set October 5-7, 2010 as the date for the next conference.

**CIP Judicial Fellow**

The position of a Judicial Fellow was developed to help courts and agencies promote best practice in the field of child welfare. Among the issues Judge Simon has been working on with local courts are the following: Encouraging courts to adopt the use of standardized forms that will allow judges to check off the findings and actions taken during the hearing. The forms also have places for judges to present case-specific findings and reasoning, as required by legislation. This approach should help the state in the Child and Family Service Review process. Encouraging judges in areas without CASAs to consider inviting Louisiana CASA to create a local program. Encouraging courts to make better use of IJJIS. Determining how courts are using hearing officers and whether this practice is consistent with the Children's Code. Working with the District Attorney's Office to clarify their role in CINC cases and their role relative to OCS. Working to ensure that OCS has the necessary attorney support to prepare legal documents. Working with the Children's Code Advisory Committee to clarify what guardianship means and how it differs from custody.

Judge Simon estimates having visited approximately 12-15 jurisdictions during the past year. On the state level, Judge Simon worked on several task forces related to preparation for the Child and Family Service Review which took place in March 2010. She has also been working on the issue of ensuring OCS has legal representation in all cases. This will involve a formal request to the District Attorneys' Association to provide legal counsel to OCS. Judge Simon has also taken the lead in working with the Louisiana Law Institute on revisions to guardianship in the Children's Code. This work is expected to continue throughout much of 2010.

**Center of Excellence**

During the past quarter, the Center for Policy Research submitted a draft report that contained the following: A general introduction to the concept of a Center of Excellence for Children and Families; an explanation of the need for a Center of Excellence in Louisiana; a description of approaches that various jurisdictions around the nation have taken in creating and operating Centers of Excellence; and the results of a 2009 meeting of stakeholders to begin decision-making for a Louisiana Center of Excellence. The discussions have led to the following preliminary decisions: The Center of Excellence should include both the child welfare and juvenile justice systems and focus on prevention, early intervention, status offenders, and Child in Need of Care cases. Activities for the Center of Excellence would include approving and coordinating training for some or all stakeholders; policy development and advisory role to local or state government; technical assistance to help local jurisdictions with special projects; disseminating evidence-based research and best practice information; and conducting evidence-based research, including demonstration projects.

The work undertaken should include virtual components (e.g., for training and technical assistance to maximize the areas served). A report on the concept of a Center of Excellence will be presented to the Chief Justice and to the Secretary of Social Services. After discussions at this level, the plan will be presented to each major stakeholder group. The presentations will note that the current plan is for the Center of Excellence to focus on training and education. To this end, the stakeholders will be asked to identify their current training priorities and the programs already set to provide training. This will provide an opportunity for a consideration of ways in

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which the stakeholders may be able to collaborate. This potentially will include training on Fostering Connections and the changes in progress for legal representation for children.

**Participation in the Child and Family Services Review**

The CIP participated actively in planning and research for the Statewide Assessment, with the CIP Coordinator serving as co-lead on the Case Review portion. The CIP Judicial Fellow has been and will continue to be instrumental in serving as a liaison from the CIP to the Louisiana judiciary for this important work. The CIP Coordinator volunteered to serve as an on-site reviewer, and the CIP will remain actively involved in the development and monitoring of the Program Improvement Plan.

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**CHILDREN’S JUSTICE ACT**

**Program Description:** The Louisiana Children’s Justice Act (CJA) Task Force is a multi-disciplinary group of professionals and community level representatives with knowledge and experience related to the juvenile and criminal justice systems and the issues of child abuse and neglect. The purpose of the CJA Task Force is to coordinate the functions and activities of the Children’s Justice Act in the State of Louisiana and ensure compliance with CJA Grant requirements. The recommendations of the Task Force for expenditure of grant funds are designed to improve the handling of child abuse and neglect cases, particularly cases of child sexual abuse and exploitation, in a manner which limits additional trauma to the child victim. Grants are also awarded to improve the investigation and prosecution of cases of child abuse and neglect, the handling of suspected child abuse and neglect related fatalities, and system responses to child victims with disabilities.

During the past year, the Task Force has pursued implementation of its three year goals and objectives relative to collaboration, child victims with disabilities, laws and protocols, programs to improve process, and training/resources. The Task Force held quarterly meetings and subcommittees met in the interim.

**Goals for 2010 through 2012:**

**GOAL 1- COLLABORATION**

**Objective 1.1: Support and Strengthen CJA infrastructure**

- Vision development
- Core values development
- Further outcome measures development
- Convey above to community and to other agencies

**Objective 1.2: Collaborate with child welfare stakeholders to improve processes/outcomes for child victims of abuse and neglect**

- CJA Fellow
- Courts –support specialization
- Education – Mandatory reporting
- Community – Child Welfare, Law Enforcement, Medical Personnel, Prosecutors (CLAMP)
- Louisiana Children’s Code

**Objective 1.3: Support establishment of child welfare center of excellence**

- Collaborate with Court Improvement Project and other stakeholders
- Partner with Center of Excellence to provide policy analysis, training, technical assistance, and legislation as needed

**UPDATES TO ACCOMPLISHMENTS FOR FFY 2009**

**Objective 1.1**

The Task Force continues to strengthen CJA infrastructure. The Task Force revised the CJA mission statement to sharpen the focus on the investigative, prosecutorial, administrative, and judicial processing of cases of child abuse and neglect. The Task

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Force also updated the Three Year Goals and Recommendations to sharpen the focus on mission specific goals and objectives. Those revisions are reflected throughout this summary. The Task Force developed a draft vision statement that will be finalized in the upcoming year. The Task Force is developing means of strengthening communication and engagement with local communities and other agencies regarding the Children's Justice Act through notices, websites, webinars, conferences, meetings, and other opportunities.

**Objective 1.2**

The Task Force has continued to facilitate collaboration among child welfare stakeholders to improve processes/outcomes for child victims of abuse and neglect through quarterly meetings, subcommittee conference calls and work groups, monthly collaboration calls that began in April, trainings, and collaborative projects.

**Objective 1.3**

The Task Force continues to support the establishment of the Child Welfare Center of Excellence through on-going participation on the Child Welfare Center for Excellence Planning Committee supported by the Louisiana Supreme Court.

**GOAL 2: CHILD VICTIMS WITH DISABILITIES**

**Objective 2.1: Increase cross-training**

- Include in all training of OCS and Court Appointed Special Advocates employees specialized in disabilities and disability laws (including special education)
- Plan for training across agency lines

**Objective 2.2: Increase awareness and collaboration**

- More collaboration with all child serving-agencies of resources and training on interviewing child victims with disabilities

**Objective 2.3: Develop standards for best practices**

- Establish guidelines for appropriate use of restraints and seclusion in the educational setting

**UPDATES TO ACCOMPLISHMENTS FOR FFY 2009**

**Objective 2.1:**

The Advocacy Center has been identified as a resource for providing cross-training focused on the special needs of child victims with disabilities. A subcommittee of Task Force members, CASA, and DSS staff will be evaluating the appropriateness of providing the training through statewide videoconference and make recommendations for format and length of training. An on-line version of the training is also expected to be made available.

**Objective 2.2:**

Several hundred copies of the DVD and companion training materials Victims with Disabilities: The Forensic Interview – Techniques for Interviewing Victims with Communication and/or Cognitive Disabilities have been disseminated to child protection, child advocacy, law enforcement, legal, judicial, and other professionals throughout the state.

**Objective 2.3:**

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The Louisiana Department of Education has led the introduction of legislation in the 2010 Legislative Session authorizing the development of rules governing the use of restraints and seclusion in the educational setting.

**GOAL 3: LAWS AND PROTOCOLS**

**Objective 3.1: Promote permanency for foster children**

- Monitor implementation of federal legislation (e.g. Fostering Connections to Success, etc.)
- Support responsive internal policies
- Support responsive laws
- Study and strengthen guardianship option

**Objective 3.2: Protect children involved in sex offenses**

- Monitor Adam Walsh federal/state law
- Support legislation the benefits children; promote policy/law
- Monitor videotape access

**Objective 3.3: Advance effective substance abuse intervention processes**

- Promote family drug court programming for substance abusing parents
- Monitor legislation targeting substance abusing parents

**Objective 3.4: Increase the statewide availability of competent, timely child abuse exams**

- Conduct assessment of current laws and practices
- Promote goal with medical associations

**UPDATES TO ACCOMPLISHMENTS FOR FFY 2009**

**Objective 3.1:**

Several members of the CJA Task Force are participating in the Fostering Connections to Success Act Implementation Committee and have been involved in four regional multi-disciplinary trainings on the Act being provided throughout the Spring of 2010. Several members also participate on the Guardianship Committee of the Louisiana Law Institute studying and making recommendations for potential revisions to Louisiana law supportive of guardianship as a permanency option.

**Objectives 3.2 and 3.3:**

CJA Task Force members are updated on related legislation through a summary of legislation with hyperlinks to current bill status posted to the Children's Legal Advocacy Resources Online website, meetings, and phone conferences.

**GOAL 4: PROGRAMS TO IMPROVE PROCESS**

**Objective 4.1: Advance quality advocacy for children**

- Caring and competent CASA volunteers in every judicial district
- Access in every community to a CAC
- Support initiatives to improve legal representation of children and indigent parents

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**Objective 4.2: Foster collaboration at the community level to improve system response to child abuse/neglect**

- Child death review
- Mini-grants for promising and proven practices
- Children born to substance abusers with focus on children ages zero to five
- Support Louisiana Advocacy support team to limit trauma to children in foster homes and, when appropriate, preserve placement through volunteer peer support of foster families.

**Objective 4.3: Advance initiatives which engage children, youth, and families in the decision making process**

- Mediation
- Alternative Response
- Louisiana Youth Leadership Advisory Committee (LYLAC)
- Knowing Who You Are Trainer Development

**UPDATES TO ACCOMPLISHMENTS FOR FFY 2009**

**Objective 4.1:**

CJA continues to support statewide CASA and CAC development, is funding evaluation of the new model of legal representation in child protection cases, and supporting the dissemination of a handbook for parents on understanding the child protection system.

**Objective 4.2:**

CJA is fostering collaboration at the community level to improve system response to child abuse and neglect through support of child death review team training to be provided in the Fall/Winter 2010, community development of a model 0-5 multidisciplinary team in the EBR Juvenile Court, community foster parent involvement in and support of the Louisiana Advocacy Support Team, and development of processes for facilitating greater community knowledge of and participation in furthering CJA goals and objectives generally.

**Objective 4.3:**

CJA co-sponsored a youth focused Together We Can Conference in Fall 2009 and is working with the Louisiana Children's Cabinet director to connect youth members of the Louisiana Youth Leadership Advisory Committee and related regional committees with community Child and Youth Planning Boards. CJA is also collaborating with CASA to support the development of a Louisiana co-trainer for the Knowing Who You Are curriculum.

**GOAL 5: TRAINING AND RESOURCES**

**Objective 5.1: Enhance access to current evidence-driven knowledge**

- Utilize technology to establish website with multiple access layers from public to professional to restrictive; links to information related to areas within scope of CJA and post trainings for CJA partners
- Maximize regional level access to evidence-driven knowledge

**Objective 5.2: Maximize opportunities for collaboration on training processes**

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- Together We Can Annual Conference
  - Assess gaps in attendance and representation in planning for upcoming conference
  - Pursue planning with juvenile and family court judges associations for inclusion of training for judges as an additional conference track
  - Pursue planning with Foster Parents' Association for participating in next conference
- Develop a newsletter to disseminate information to CJA constituent members of trainings available across the state and across disciplines
- Collaborate with proposed Child Welfare Center of Excellence to maximize access to technology based training
- Pursue local law enforcement agents and coroners' agents to maximize collaborative training and access to evidence-driven knowledge and technology
- Support conferences that relate to CJA mission

**UPDATES TO ACCOMPLISHMENTS FFY 2009**

**Objective 5.1:**

CJA continues to facilitate access to current evidence driven knowledge through dissemination of training resources through DVDs; sponsorship and videotaping of relevant training for on-line as well as in person participation for continuing education credit; and the establishment of web linkages to and general information dissemination highlighting relevant national webinar, video, and other on-line training opportunities.

**Objective 5.2:**

CJA is supporting the provision of forensic interview training to frontline child protection and law enforcement staff with child advocacy center representation in regional sessions throughout the state over summer and fall 2010. CJA is also supporting planning for the 2010 and 2011 Together We Can Conferences. Planning for the 2011 Together We Can Conference includes a proposal to collaborate with the Children's Research Center to link the conference with the International Structured Decision Making Conference to be held in Baton Rouge in 2011. CJA also continues to support conferences relating to the CJA mission including the Annual Louisiana Foundation Against Sexual Assault Conference and the Annual Connections Matter Conference. CJA continues to encourage judicial participation in the CJA Conference through efforts of the CIP Coordinator/CJA Task Force member. The Louisiana Foster Parent Association has an open invitation to join the Together We Can Conference in the future.

**ACTIVITIES PLANNED FFY 2010**

The CJA Task Force and collaborative partners at the State and community level will continue to pursue implementation of its three year goals and objectives for 2010-2012.

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**MANAGEMENT INFORMATION SYSTEM**

DSS now seeks to more efficiently and effectively serve its citizens and staff by leveraging advances in technology to improve access to information and interagency data sharing. It has been determined that reducing the administrative burden of coordinating activities across agency and programmatic boundaries can best be approached by first providing a common front end access to the agency's many "stove-piped" systems to allow collaboration to occur more easily and actively to better serve their common clients. To span information silos through the use of modernized technology and coordinated agency practices to more efficiently and effectively provide services will promote the ability for DSS and its respective agencies to include OCS to meet their missions.

DSS has targeted four strategic objectives for this modernization engagement. The four objectives are to establish or enhance Program Enrollment, Provider/Payment Management, Electronic Case Management, and Paperless Processing. The Program Enrollment strategic objective envisions establishing a citizen portal composed of a customer service center, on-line tools, and other automated processes that will result in reduction of enrollment time and duplication of effort for the customer and staff. The Provider/Payment strategic objective envisions the reduction of the time and paperwork needed to enroll as a provider, efficient processes for payment authorization, payment and reconciliation for accounts payable and accountability. The Electronic Case Management strategic objective envisions the creation of an integrated case management system to assist staff in eliminating duplication of effort and reducing errors in decision making. The Paperless Process strategic objective envisions the creation of electronic case records as well as paper reduction for staff in support of office functions such as document imaging, training and program enrollment.

Working in strategic collaboration teams, DSS program office leaders defined a transformative vision for the future that significantly redefines and improves how clients, workers and providers interact with each other. Below are highlights of the envisioned future state that DSS intends to achieve over the next several years for each of these stakeholders.

For Clients, the early quick wins will be the ability to access services online via a citizen portal, by telephone to and through dedicated call centers, in-person at service locations, via email, by fax, by mail, or using online kiosks located in accessible community locations such as DSS sponsored Neighborhood Places. Clients will have the ability to use tools that are more readily available to search for services, determine their potential eligibility for services and apply online. Clients will have the ability to create one baseline client information record, via a common application, including verification and identity documentation that can be used and shared by multiple agencies. Clients will also have access to a unified view of information that the State has collected and the ability to monitor their service requests/history including a summary of benefits and an integrated plan of care across all of the agencies. Finally, clients will have the ability to manage components of their client information record and perform updates or changes to certain personal information through the various access channels.

For DSS field staff, the earliest and most visible deliverable product of this work effort should be the establishment of a Web-based master client registry that replaces the existing DSS "green-screen" CLIENT system. This component will allow staff to search for all department clients from a single source and provide the basis for a master index of all clients served by DSS and for assigning/tracking/sharing a universal client state identification number. It is envisioned that all client additions and updates will occur in the new system and interfaces to legacy systems as

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necessary to keep information in sync. Currently the DSS CLIENT system is updated nightly by batch jobs which push and pull client data (name, date of birth, parish, program, and identification numbers) then provide users with several methods to search for clients and to narrow or broaden search results by changing selected search criteria. More specific details concerning each search result can be obtained by selecting a client and based on security roles the user is launched to the specific system containing additional client and programmatic information. Workers will have immediate access to a holistic view of relevant client information and role-based security will grant access to information that is appropriate and necessary to perform their job. Workers will be able to easily view documentation collected at different times by different programs through a document repository. Automated, enhanced and pre-populated forms/correspondence is another relatively quick win. Workers within various agencies and provider organizations will be able to take a collective and collaborative approach to meeting the needs of the client, including a worker's ability to link to potential programs for their clients based upon their demographics. Workers will receive online alerts, informing them of changes to relevant client information. Additionally Workers will be able to input and access information without having to return to their offices thus providing real time and interactive communication while in the field.

For DSS providers, the earliest and most visible components will be interactive Web access to their own demographic data and the ability to invoice for services rendered, check payment status and receive payments electronically. The Contractor is expected to build a sufficient set of system functionalities that allow for the capturing of provider specific information within the system; allowing the provider to access and update their account in the system through a Web transaction; to invoice the department for services rendered; and to provide progress or service reports for the clients served. Providers are any third party who provides authorized services to a client or recipient of DSS services. Examples of providers include Child Care providers, Foster Homes, Residential Facilities, Training providers, and other entities with whom DSS engages to provide services for fee or by contract. The Department plans to provide payment to providers through direct deposit whenever possible. Providers should be able to access real-time client information, enabling providers to better serve their clients by having current data from multiple sources also serving the client and conducting analyses across their client base. Similar to DSS workers, provider staff with appropriate security roles will be able to have a holistic view of relevant data, access to documentation and online alerts to changes.

Future functional components include program specific functionality only associated with Foster Care, Adoption, Family Services, and other miscellaneous Child Welfare programs as well as common shared functionality related to Provider Management, Financial Management, Case Management and various administrative components such as Expungement and Purging. DSS has determined that the order of functionality to be rolled out should not be confined to selected programs but instead should be targeted to provide value to our customers, thus customer-facing components such as online applications for citizens and portals for service providers are being pursued first with integration to the legacy systems. Replacement of legacy systems would then be targeted next, with the child welfare system TIPS being the first to be sunset.

Additionally the new system will assist each DSS program office to meet a wide range of functional objectives, as follows:

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- a) Providing for tracking and managing of cases, including coordination/collaboration among multiple DSS workers, thus facilitating that clients are served as promptly, holistically and as effectively as possible;
- b) Reducing manual and administrative work requirements to help free-up worker and supervisor time to perform key service and case management functions;
- c) Providing for maximization of one-time data entry of information to be shared by DSS staff with a business reason to access data;
- d) Providing for maximization of one-time capture of identification and evidence documents (e.g. birth certificate, social security card, pay check stub) with prescribed expiration periods and confidentiality criteria;
- e) Providing a “No Wrong Door” and “Neighborhood Place” service delivery model to minimize the number of contacts clients must make to acquire needed services;
- f) Providing for a team approach to case decision making and planning, by providing improved information for decision making to multi-disciplinary team members, thus facilitating cases being reviewed and acted upon after a thorough assessment of the client’s strengths, risks and needs;
- g) Implementing support for provider management and control to reduce the manual effort required in performing these activities;
- h) Providing for financial management, particularly for assistance in implementing eligibility determination, cost distribution/allocation, and payment procedures/processes and adjustments;
- i) Providing for overall management and supervisory control, including more timely and less burdensome management reporting;
- j) Providing interfaces with other existing State systems and agencies, to best use and share the data and systems already developed by the State;
- k) Providing mobile online and offline access to the system for the mobile DSS workforce;
- l) Providing client and provider self-service functionality to allow query and update of data;
- m) Providing “My Account” type functionality to allow for personalization of presentation and content of data to user;
- n) Enhancing staff morale and job satisfaction by providing workers with a professional, intuitive, reliable and flexible information system;
- o) Providing evidence-based outcome-related information for evaluating services and service needs, and for determining and supporting future planning and resource requirements;
- p) Meeting the requirements of external entities that support or extend to include accreditation processes; and,
- q) Meeting Federal and State reporting requirements.

Currently DSS plans to release an RFP in the first quarter of SFY 2010 - 2011 with contractor commencing work in the third quarter. The contract is anticipated to be a three year engagement with SACWIS child welfare functionality being fully implemented at the conclusion of the period.

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**QUALITY ASSURANCE SYSTEMS**

**ACCREDITATION**

DSS/OCS is pursuing re-accreditation through the Council on Accreditation (COA). Accreditation is a comprehensive process by which the agency goes through a self-study and on-site review by peer reviewers in order to achieve the highest recognition for delivering quality child and family services that comply with nationally recognized standards of best practices. Every aspect of the Agency's functions are included in the accreditation process and it sets the standards for the quality of service delivery.

The agency has been accredited through the Council on Accreditation (COA) since 2003 with interim accreditation granted in 2007. In June 2008, the agency initiated its self-assessment which was completed and submitted to COA in January 2009. Site visits, initiated in state office in March 2009, were conducted in each regional/district office until February 2010. After each site visit reviewers submitted their findings to COA, who then generated a report that was sent to the agency. The agency has 45 days from the date of the report to respond to the findings. At the end of the site visit schedule, COA will make a determination on whether the agency is to be reaccredited. As of April 2010, the agency had two remaining regions (Lafayette and Monroe) that awaited final accreditation.

**CONTINUOUS QUALITY IMPROVEMENT**

The driving force of accreditation is the quality improvement efforts through the agency's Continuous Quality Improvement (CQI) process and traditional quality assurance (QA) system. The OCS utilizes an agency-wide continuous quality improvement (CQI) process to ensure that services are being provided at a level that meets best practice standards, national accreditation standards and promotes quality outcomes for children and families of the State. The involvement of staff and community stakeholders is vital to the success of the CQI process.

CQI is different from traditional quality assurance (QA) in that its focus is self-directed, self determined change rather than change imposed by an external entity; however, the agency has worked to create a seamless flow between CQI and traditional QA. CQI uses case related or relevant administrative data in an aggregate, non-identifying way to provide feedback and accountability to staff in a timely fashion. Individual workers and supervisory units use the information to consider their strengths and areas needing improvement.

The CQI process involves all levels of staff (e.g. workers, first line supervisors, administrative staff, support staff), consumers and community stakeholders at the state, regional and parish levels.

The state level and regional CQI teams focus on all areas of organizational functioning including service delivery, service environment, human resources, fiscal and administrative issues and stakeholder participation. With the support of the management team, CQI teams, committees and workgroups address short term planning, identify program strengths and issues needing improvement and develop program improvement plans which build upon those strengths.

The component of analyzing and reporting data is primarily done through case record reviews; however, the State has other data sources that allow the agency to measure service delivery and our implementation of the CFSR outcome indicators.

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In recent years, the agency has conducted a Peer Case Review (PCR) process. This process has involved case record reviews using a multi-tiered process, the first tier being a monthly case record review using the QA 1 review instrument. Tier two involved the annual review of 25-30 case records across all program areas in each region. Tier three involved stakeholder focus groups. The Peer Case Review (PCR) process has been intermittently postponed during the past several years due to agency disruptions caused by the Hurricanes of 2005 and 2008 and due to staffing and budgets issues. The Alexandria Region PCR was held July 6, 2009 and the Monroe Peer Case Review was held October 12, 2009.

**QUALITY MONITORING/ENSURING VALID AND RELIABLE DATA**

Extensive data and report testing is conducted by Quality Assurance/Data staff in state office. Reports are made available to all staff, including field staff, so if there are any errors not identified by the testing process, field staff can notify the Quality Assurance/Data staff in State Office.

The agency has adopted the same outcome measures as the Child and Family Service Review outcomes. The agency has tested these outcomes against the same data measures as measured by the Federal Government. A random sample is taken of each outcome to ensure each case is appropriately allocated to whether or not the individual case has met the measure. The data is valid and reliable in accordance with the federal methodology.

The agency is engaging in on-going efforts to improve data. A comprehensive review of the ongoing monthly quality assurance case review process was undertaken. The Child Protection Investigations (CPI) Quality Assurance (QA) Reviews ended with the initiation of A Comprehensive Enterprise Social Service System (ACESS), Louisiana's SACWIS System. CPI data will be reviewed through that system. The Family Service (FS) QA-1 is being used in the FS program, but, a comprehensive review continues to determine necessary revisions. A revised Foster Care (FC) QA-1 and the new Adoption (AD) QA-1 were implemented in October 2007.

Optimization of agency data and expansion of WebFocus reporting tools is underway and extensive testing was completed to ensure data reliability and validity. This reporting environment provides comprehensive tools for data manipulation and reporting. A 'dashboard' has been developed that provides users with a 'friendlier' method of accessing agency reports, such as CFSR outcome reports. The improvement of the WebFocus environment will also support integration of external data sources, which will support evaluation of new initiatives. The agency is working with the regions in determining the types of reports and training needed in the development phase of WebFocus.

**USE OF DATA**

The Office of Community Services (OCS) evaluates its systems and procedures and uses the findings to improve its performance. The agency regularly examines its internal processes through management meetings at all levels of the organization and through CQI teams at both the state and regional level. At these meetings, information is shared regarding outreach, intake, assessment and service delivery processes as well as human resources, training and supervision. If program improvement planning is necessary on any identified need, program improvement plans are developed. This committee structure and these meetings operate to establish a

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communication link, from state office to the line staff and from the line staff to state office. The meetings facilitate information sharing, discussion and resolution of common problems and updates of action plans and accomplishments. In addition to meetings and staffings, the agency utilizes reports to track progress and identify issues. Data elements used to communicate information to inform practice and decision making can include:

- Customer Satisfaction data
- Peer Case review data (including focus groups and worker interviews)
- QA data/Outcomes data
- Referrals from stakeholders
- Program improvement plans/action plans
- Other review processes (i.e. CFSR/legislative audits, IV-E audits, Citizen Review Panel Reports, child fatality reviews, etc.)

**Update on Progress/Specific Accomplishments in FFY 2009-2010/Identified Problems:**

The agency utilizes the results of Peer Case Reviews to guide practice and address areas needing improvement. Unfortunately, due to budget reductions, travel restrictions and natural disasters, this process has not been consistently maintained. A CQI planning meeting is scheduled on July 7, 2010 and will address ways in which this process can be consistently conducted despite any barriers that exist.

In addition, the agency has implemented a peer to peer support process. OCS has partnered with Children's Research Center (CRC) to develop the Peer to Peer Support (PPS) program. CRC will provide training and support to OCS field staff, field supervisors, and Regional Prevention Specialists (RPS) to promote evidence-based standardized case decisions, case planning, and support in the use of Structured Decision Making (SDM). A web-based data collection system will be developed to accommodate two automated case review instruments. Four parish offices, East Baton Rouge, Livingston, Lafayette and Orleans Parishes have been chosen to receive four weeks of intensive peer review and support. Twenty-six (26) OCS child welfare workers will serve as Peer consultants in the PPS 2010 Program, in addition to the Regional Prevention Specialist (RPS) staff. All RPS' have been designated as essential, expert staff for PPS 2010. The 26 non-RPS Peer Consultants will provide two weeks of consultation in an OCS jurisdiction other than their domiciliary jurisdiction. All Peer Consultants will receive training, mentoring, and support to further develop their expertise in the practice of child welfare and leadership within the agency. Participation in this program will support increased understanding of peer review activity and its evaluation process. It is envisioned that once OCS has established internal capacity to implement PPS 2010, this program will become an ongoing quality assurance tool.

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**GOALS FOR 2010 THROUGH 2014**

The Office of Community Services' (OCS) goals for the next five years are identified in the context of four broad themes:

- **Resources**
- **Outcomes**
- **Accountability**
- **Partnerships**

The themes are consistent with the OCS mission as prescribed by LA R.S. 36:477C.(1): "The Office of Community Services shall provide for the public child welfare functions of the State, including but not limited to prevention services which promote, facilitate, and support activities to prevent child abuse and neglect; child protective services; voluntary family strengthening and support services; making permanent plans for foster children and meeting their daily maintenance needs of food, shelter, clothing, necessary physical and medical services, school supplies and incidental personal needs and adoption placement services for foster children freed for adoption."

**Respect:** We treat others with dignity and courtesy.

**Trust:** We interact with others in good faith.

**Honesty:** We are truthful, open and accountable in words and deeds.

**Reliability:** We honor our commitments.

**Commitment:** We are loyal and dedicated to our mission.

**Cooperation:** We develop and sustain partnerships and teamwork.

**Flexibility:** We are open to change and new ideas.

**Professionalism:** We approach our work with a body of knowledge, skills, values and ethics.

In the pages that follow, baseline data is provided for each goal, along with the CFSR Outcome Indicators and Systemic Factors that will be influenced by achievement of the goal and the annual interim goals that we expect to achieve in order to achieve the ultimate goal. Goals also reflect the Department's commitment to achievement of best practice standards, compliance with applicable state and federal regulations, and enhancement of performance on the Child and Family Services Review (CFSR) Outcome Indicators and Systemic Factors.

Preliminary results from the CFSR held in Louisiana in March 2010 indicate the State has met federal standards in certain Outcome items and Systemic Factors. Areas of strength include preventing multiple re-entries into foster care and placing siblings together; and OCS Systemic Factors for Statewide Information System, Quality Assurance, Staff and Provider Training, Agency Responsiveness to the Community, and Foster and Adoptive Home Licensing Approval and Recruitment. The Department awaits the receipt of the final report. Once received, the Department will develop a Program Improvement Plan. The CFSR findings and the resultant Program Improvement Plans will be reflected in this document in subsequent years.

The goal is to meet federal standards in all areas of the 2014 CFSR. OCS Program Improvement Plan development is pending the final report from the 2010 CFSR. The goals established within each thematic category affect multiple program areas.

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Baseline data is provided for each goal, along with the CFSR Outcome Indicators and Systemic Factors that will be influenced by achievement of the goal and the annual interim goals that we expect to achieve in order to achieve the ultimate goal.



Staff

Technology

Funding

Training

Foster/Adoptive  
Parents

Treatment Providers

# RESOURCES

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**THEME 1: RESOURCES**  
**STAFF**

Staff turnover has a significant fiscal impact for child welfare agencies. Reducing the financial impact of employee turnover could make additional financial resources available to provide services to children and families. In addition to the loss of funds that might otherwise be available for services, turnover negatively impacts service delivery by increasing caseloads/workloads of remaining workers; disrupts services provided to children and families during transition periods and diminishes the level of staff with increased skills and competencies, which in turn affects the outcomes of safety, permanency and well-being for the child(ren).

Through the CQI process, the agency began to evaluate the extent of staff turnover within frontline and supervisory staff. A review of the data indicated that overall turnover among direct service staff for last year was 18.9%. Direct service staff in Louisiana's child welfare system is composed of Child Welfare Specialist Trainee through Specialist 3.

Several significant steps have already been taken to stabilize the OCS workforce. A CQI workgroup was established in late 2007 to develop strategies to reduce employee turnover. The workgroup surveyed agency staff and identified four key areas of employee dissatisfaction:

- Support/guidance (supervision)
- Workload/caseload
- Training
- Pay/incentives

**GOAL 1:** To improve the service delivery system for vulnerable children and families by successfully recruiting and retaining a quality child welfare workforce.

**Objective 1.1:** Provide on-going training and support to supervisors, including the "coaching and mentoring" project (Completion Date: December 2012) Lead(s): Rhenda Hodnett and Marty Gibson

**Strategy 1:** Secure contracts or working agreements with 10 to 11 coaches (Completed: February 2009)

**Strategy 2:** Complete initial training of coaches by January 2010 and assign coaches to supervisors following initial training (Completed: January 2010)

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** OCS has a long standing supervisory, coaching, and mentoring initiative with Marsha Salus. We are currently in the last of a three-year contract with Marsha, and within this current contract she is providing training to the fifth cohort of supervisors to participate in her basic child welfare supervision course. The curriculum consists of a total of 11 days delivered over approximately six months per cohort, in six modules: Effective Leadership, Achieving Excellence through Supervision, Building a Cohesive Work Team, Promoting Growth and Development through Supervision, Supervision and Case Consultation, and, Managing Effectively in the Organization. In addition to the

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classroom-based instruction, Marsha also schedules site visits with the supervisors to provide one-to-one observation and mentoring.

OCS has also invested in developing some experienced child welfare professionals within Louisiana to become coaches/mentors. The agency has again been in the process of working with consultant, Marsha Salus, to develop a specialized professional coaching program to promote the personal and professional development of OCS supervisors by providing new supervisors with professional coaching to assist in their leadership/management development. A Memorandum was issued December 17, 2008, in order to recruit coaches/mentors for new OCS supervisors. Twenty coaches have committed to the project for three years. This includes 6 retired child welfare professional staff. The first cohort of coaches/mentors (11) were selected in January and early February 2009 and completed training in late April 2009. The second cohort of coaches/mentors (9) were trained in November 2009. Training consists of a one day training course, followed by monthly training/consultation with Marsha Salus. This enables coaches to build on the training and aids in the transfer of learning.

Each coach is assigned one (1) new supervisor who he/she works with over six (6) months, however during the first cohort, three coaches had two new supervisors assigned instead of one and during the second cohort, two coaches did not have a supervisor to coach as two supervisors were unable to complete the program due to various reasons beyond their control. During the six months the coach conducts direct observation for ½ day per month and provides coaching, feedback, and education to their supervisor. In addition, the coach provides telephone consultation each month to follow-up on the supervisor's implementation of his/her action plan, addresses any concerns/issues and provides coaching as appropriate. Coaches have made a commitment to participate in the program for three (3) years.

In addition to the coaching and mentoring initiative with Marsha Salus, OCS collaborated with Gary Mallon, DSW of the Louisiana Child Welfare Comprehensive Workforce Project (LCWCWP) at LSU to institute a series of monthly child welfare supervisory teleconferences. The Supervisory Series is expected to enhance and develop learning opportunities for supervisors centered on state of the art child welfare supervision principles and practices.

A Memorandum was issued September 4, 2009 to advise staff of the Supervisory Teleconferences Series which began on September 9, 2009. The teleconferences offer a broad overview in supervision and will allow all supervisors statewide to participate. The first teleconference was presented on September 9, 2009 and included an *Introduction to OCS Supervisors Teleconference Series and Child Welfare Supervision*. On October 14, 2009, Marsha Salus presented an *Overview of Supervision, The Basics/ Coaching/ Mentoring*. In November 2009, Steve Priester with the NRC for Organizational Improvement presented *Child Welfare Supervision: Another Perspective*. In December 2009, *Models of Supervision* was presented by Crystal Collins with the University of Eastern Kentucky. In January 2010, *Real Life Supervision-In Home Family Based Cases* was presented by the Monroe and Lake Charles Regions. In February 2010, *Real Life Supervision in Child Protection Cases* was presented by the Jefferson and Alexandria Regions. In March 2010, *Real Life Supervision in Foster Care Cases* was presented by Baton Rouge and Thibodaux Regions. In April 2010, *Real Life Supervision in Residential Care Cases* was presented by New Orleans and Baton Rouge Regions.

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In May 2010, *Real Life Supervision in Adoption cases* was presented by Lafayette and Covington Regions.

**Activities Planned for the FFY 2010-2011:** In June 2010, a *Summary of Learning, Evaluations, Discussions and Suggestions* for the next year's Teleconference series is planned.

Carol Plumber with LSU will complete an evaluation of the coaching/mentoring project. This evaluation is expected to be available at the end of the next Federal Fiscal Year. Funding for the evaluation will come from LCWCWP. At this time, there are no additional cohorts of coaches/mentors planned.

**Outcome measurement:** It is anticipated that building increased capacity for supportive supervision, will be reflected in reduced caseworker turnover, better workload management, and more accurate case decision making across the service continuum, which in turn will impact the outcomes of children and families to include repeat maltreatment rates and exits of children to permanency.

**Chart 1**

<b>Classification Group: CW Specialist Trainee, Specialist 1, 2 &amp; 3</b>	
<b>FFY</b>	<b>Turnover Percentage</b>
<b>Baseline: 2007-2008</b>	18.9%
2008-2009	20.56%
2009-2010	
2010-2011	
2011-2012	
2012-2013	

**Chart 2**

<b>Repeat Maltreatment CPI Victim/Perpetrator Report</b> <i>Report: ACN0007/ACN0008</i>		
<b>Time Frame</b>	<b>% No Recurrence of Maltreatment with victim</b>	<b>% No Recurrence of Maltreatment with Perpetrator</b>
<b>Baseline: 6 month period beginning 10/07</b>	92.24%	93.49%
6 month period beginning 10/08	92.89%	93.82%
6 month period beginning 10/09		
6 month period beginning 10/10		
6 month period beginning 10/11		
6 month period beginning 10/12		

*Note: This report gives the number and percent of recurrent victims/perpetrators within a 6 month prospective (going from the report start date forward) timeframe. Only those children/perpetrators who have a valid allegation with an overall case finding of Valid are included in the data set. The percent is the unduplicated number of valid child victims/perpetrators with an open*

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*date in the first six months of the report start date who have a second valid allegation within 6 months, case open date to case open date, divided by the unduplicated number of valid child victims/perpetrators with an open date in the first six months of the report start date. In cases where it occurred more than once, the earliest open date and the earliest recurrence date is used.*

**Chart 3**

<b>Entry Cohort reunification in less than 12 months</b> <i>Report: OCS Performance Measures: C1.3</i>		<b>Children in Care 17+ Months, Adopted by the end of the year</b> <i>Report: OCS Performance Measures: C2.3</i>	
<b>FFY</b>	<b>Percent of exits</b> 75TH Percentile = 48.8%	<b>FFY</b>	<b>Percentage adopted by the end of the year</b> 75th Percentile = 22.7%
<b>Baseline:</b> 10/1/07-3/31/08 (6 month period-	47.5 %	<b>Baseline:</b> 2007-2008	25.73
4/1/08-9/30/08	46.87%	2008-2009	24.72%
10/1/08-3/31/09		2009-2010	
4/1/09-9/30/09		2010-2011	
10/1/09-3/31/10		2011-2012	
4/1/10-9/30/10		2012-2013	

*Note: Report C1.3; Of all children who entered foster care for the first time in the report period (Federal Measure is for 6-month period), and who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home? Report C2.3*

*Note: Of all children in foster care on the first day of the report period who were in foster care for 17 continuous months or longer, what percent were discharged from foster care to a finalized adoption by the last day of the 12 month target period? Report period. The denominator for this measure excludes children who, by the last day of the 12 months, were discharged from foster care with a discharge reason of live with relative, reunification, or guardianship*

**Data Sources:** WebFocus reports; ACESS Ad Hoc reports

**Objective 1.2:** Work with consultants to conduct a workload analysis (Completion Date: December 2012) Lead(s): Rhenda Hodnett and Marty Gibson

**Strategy 1:** Work with consultants to complete an analysis of program policy for Child Protection Investigations (CPI), Family Services (FS), Foster Care (FC) and Adoption (AD) to determine whether some tasks might be eliminated, combined, automated, or delegated to non-casework personnel and provide a report on findings and recommendations.

**Strategy 2:** Complete a workload analysis to provide a basis for structured estimation of workload in each of the four program areas and a report of findings and recommendations.

**Strategy 3:** Conduct a structured estimation of the time required to complete essential tasks in each of the four program job functions.

**Strategy 4:** Develop workload standards in each core child welfare program area.

**Update on Progress/Specific Accomplishments in FFY 2008-2009:** A Foster Care Work Process group began meeting in November 2008. This group consists of 21 participants

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composed of state office and field staff as well as three outside consultants. They have been meeting the 3<sup>rd</sup> Friday of each month via teleconference in order to conduct a workload analysis.

In September 2009, this group completed workflow process mapping for the foster care program in order to gain a clearer understanding of the current processes that exist. They examined all of the processes within this program and created a diagram showing each step in the correct sequence, decision branches and other important aspects of the work. The process map was provided to the “re-engineering” team and subsequently to the “modernization” project which has been tasked with creating more centralized forms and processes across all programs due to a statewide departmental and agency reorganization.

In addition to workflow process mapping, this group reviewed all forms in the foster care program and provided feedback on which forms can be removed or deleted. A report was developed and provided to executive management. A structured estimation of the time to complete each form was also developed. These findings were provided to an outside consultant for compilation into a full report.

A visitation contact form was created and put into the Family Assessment Tracking System (FATS) in October 2009. This form charts that a visit was held, with who, what date and time. Reports can be pulled from this system that tracks that visits are being held monthly.

**Activities Planned for the FFY 2009-2010:** A second phase to the visitation contact form is in the process of being developed which will allow workers to input a narrative regarding their visit. The agency is looking at using this form in lieu of the current case activity log form (CR-8) which will eliminate this process. Consideration is also being given to placing a date and time stamp on the form which will chart that the visit was held. This will allow the ability to pull reports by worker on their visitation contact and in the future will tie into documenting time and attendance. On-going work is being completed by the agency in order to provide laptops to field staff which will allow the capability to input narrative visit information while the worker is in the field and the information is still fresh in their mind.

The modernization project team will follow up with the suggestions/feedback provided by the foster care work process group to look at the workflow processes in the remaining programs.

**Outcomes measurement:** Reduction in staff turnover; Foster Care Caseworker visits completed as per policy (measured by the FC QA-1 and FC Case Compliance); Compliance Rate with Initial Face-to-Face Contact with Victim.

**Baseline Data:**

- Refer to the Chart 1 above for data on staff turnover;
- Refer to Chart 11 for Compliance Rate with Initial Face-to-Face Contact with Victim;

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**Chart 4**

Percentage of Foster Care Caseworker Visits Completed with the Child and Parent as per policy				
FFY	% of Visits complete with Child on a monthly basis	% of Visits complete with the child in the child's place of residence	% of worker/supervisor visits with the mother	% of worker/supervisor visits with the biological/legal father
<b>Baseline:</b> 2007-2008	74.2%	79.6%	56%	35.5%
2008-2009	82.5%	74.5%	58.1%	41.0%
2009-2010				
2010-2011				
2011-2012				
2012-2013				

**Data Sources:** WebFocus reports; TIPS Reports; FC Case compliance instrument and FC/Adoption QA-1

**TRAINING**

**GOAL 2:** To improve the direct, (with children and families), and indirect, (with communities and other agencies), skills and competencies of child welfare frontline workers and supervisors.

**Objective 2.1:** Assure staff and providers/partners are prepared to deliver quality services to children, youth, and families ((Completion Date: June 2014) Lead: Bridget Clark

**Strategy 1:** Using the customized Training Needs Assessment Instrument developed in December 2008, complete a comprehensive needs assessment of the OCS training system and with Juvenile Justice staff and compile results. (Lead: Bridget Clark; Completion Date: June 2010)

**Strategy 2:** Advance the creation of a Louisiana Child Welfare Center for Excellence (CWCE). (Lead: Bridget Clark, Completion Date: September 2014)

**Strategy 3:** Expand multi-disciplinary training opportunities on topics such as: clinical/mental health, education, substance abuse, ICWA, domestic violence, etc. (Lead: Bridget Clark; Completion Date: September 2012)

**Strategy 4:** Provide on-going training and supports to supervisors, including the “coaching and mentoring” project by continuing the contract with Marsha Salus, nationally renowned consultant in Child Welfare Supervision. (Lead: Bridget Clark; Completion Date: Ongoing)

**Strategy 5:** Further on-going court/legal education on Child Welfare (Lead: Jan Byland Completion Date: September 2014)

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The needs assessment was tailored to OCS with the assistance of the National Resource Center for Organizational

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Improvement, and the findings were published in September 2009. The Louisiana Child Welfare Center for Excellence is in the planning stages. It is a Court Improvement Program initiative that will provide training for child welfare staff and the community. OCS has contracted with nationally known trainers for "Golden Thread" clinical training which includes mental health and domestic violence. The OCS training section is revamping Substance Abuse training. Please refer to Goal 1, Objective 1.1 for information on training and supports to supervisors including coaching and mentoring. A workgroup is being formed to develop training on working with the courts for OCS staff. The expectation is that the training will be provided by social workers rather than court personnel and will be clinically based.

**Activities Planned for the FFY 2010-2011:** The Training Needs Assessment and data collection is complete. Work will continue on the Louisiana Child Welfare Center for Excellence, multi-disciplinary training opportunities. Supervisory training, coaching and mentoring will continue. The workgroup continues development of court/legal education for child welfare staff.

**Outcome Measurement:** Training will meet the needs of staff and providers/partners and ultimately all will be better prepared for delivering child welfare services that ensure the safety, permanency and well-being of children.

**Data Sources:** Training Needs Assessment Report; Number of legal partners trained; and centralized training data and learning system reports

**Objective 2.2:** Expand strategies for an appropriate "transfer of learning" into practice (Completion Date: June 2014) Lead: Bridget Clark

**Strategy 1:** Conduct mandatory post-training teleconferences for all sessions of the newly developed New Worker Orientation training. (Lead: Bridget Clark; Completion Date: Ongoing)

**Strategy 2:** Evaluate effectiveness of teleconferences and determine if revisions to the format are needed or, if not, explore alternative options for assessing transfer of learning. (Lead: Bridget Clark and Connie Wagner; Completion Date: December 2010)

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Transfer of learning activities include providing feedback to regional administrators on new workers' performance and two teleconferences with new workers following orientation. A feedback loop has been established, and feedback has been positive. At this point, no changes in format are planned.

**Activities Planned for the FFY 2010-2011:** Teleconferences will continue, and feedback will continue to be monitored to determine the need for change in format or content.

**Outcome Measurement:** Trainees will be better prepared for child welfare work because of the management of the number and complexity of cases received after initial training and the receipt of supervisory support from the supervisor and co-workers.

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**Data Sources:** Reports from staff participating in mandatory teleconferences.

**Objective 2.3:** Further advance the training partnership between the agency and the seven public university members (Completion Date: June 2014) Lead(s): Marty Gibson

**Strategy 1:** Work with Northwestern Louisiana University (Natchitoches, Louisiana), as the lead university, to engage the participation of the other partner universities. (Lead: Bridget Clark; Completion Date: Ongoing)

**Strategy 2:** Establish two working sub-committees to develop a fiscal budget and core curriculum with “common competencies” among the universities. (Lead: Bridget Clark; Completion Date: September 2012).

**Strategy 3:** Implement the “common core competencies” curriculum in all BSW programs at Louisiana public universities. (Lead: Bridget Clark; Completion Date: Fall semester, 2009)

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Work has continued with Northwestern Louisiana University, as the lead university, and other partner universities have been engaged in a training partnership. The result of this partnership is a core curriculum with common competencies for BSW students at all of the state universities offering social work degrees. A unified budget among the universities has not been developed.

**Activities Planned for the FFY 2010-2011:** The training partnership among will continue with the development of a core curriculum with common competencies for MSW students in addition to the BSW core curriculum.

**Outcome Measurement:** Staff will be prepared to begin work upon graduation and there will be consistency among educational levels and skills of graduates.

**Data Sources:** University child welfare curricula; number of agencies in partnership; number of staff trained through university/OCS partnership.

**Objective 2.4:** Establish a centralized tracking, information and e-learning training system (Completion Date: June 2014) Lead(s): Bridget Clark

**Strategy 1:** Implement the development of a dynamic, centralized training data and learning system (a MOODLE based system) with Learning Sciences Corporation. (Lead: Bridget Clark; Completed: July 2009)

**Strategy 2:** Provide specific instructional training to training coordinators and training staff. (Lead: Bridget Clark; Completion Date: Ongoing 2014)

**Strategy 3:** Refine and fine tune specific capabilities and system requirements needed by Training & Workforce Development and staff statewide. (Lead: Bridget Clark; Completion Date: Ongoing 2014)

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**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The MOODLE system was implemented in July 2009. MOODLE provide tracking of training activities and on-line training. Regional training coordinators and training staff in state office have received MOODLE training, and the training continues through monthly webinars to increase staff skills. Reporting capability has been set up and was used to provide information for this Report. Ongoing updates and refinements will continue as needed through a contractual arrangement with Learning Science Corporation.

**Activities Planned for the FFY 2010-2011:** Training for regional training coordinators and state office training staff will continue through monthly webinars; refinements development of specific capacities of MOODLE will continue.

**Outcome Measurement:** The training system will capture all federally required reporting elements and serve as management tool for staff statewide.

**Data Sources:** Centralized training data and learning system reports

**FOSTER/ADOPTIVE PARENTS AND PROVIDERS (INCLUDING RESIDENTIAL)**

**GOAL 3:** Assess all children in foster care regularly, in a standardized way, to support the appropriate level of care and service in the least restrictive setting possible and to assure that care and services delivered are supporting the goal of permanency for each child.

**Objective 3.1:** Diligently recruit potential foster and adoptive families that reflect the ethnic and racial diversity of children for whom foster and adoptive homes are needed in the state.

**Strategy 1:** Design area specific recruitment strategies to address the needs of children in their communities. (Completion Date: June 2014) Lead(s): Karla Venkataraman & Tyra Mercadel

**Strategy 2:** Utilize regional recruiters, the Geomapping tool and the completed needs assessment of children in care (done for LOC) to focus recruitment efforts. (Completion Date: Ongoing) Lead: Karla Venkataraman

**Strategy 3:** Involve agency staff, foster/adoptive parents, community stakeholders and providers in recruitment efforts. (Completion Date: Ongoing) Lead Karla Venkataraman

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Regional Home Development Recruiters continue to experience uncharted success in recruitment efforts, as they involve agency staff, foster/adoptive parents, stakeholders (CASA, BBBS, COF), and community leaders to promote the need for more foster/adoptive parents. Recruiters have held match parties across the State in the form of themes such as Pics and Picnic Day, One Church, One Child, School's In-What Lessons are Your Community Children Learning From You, etc. Staff members, underutilized foster/adoptive parents, and newly certified foster/adoptive parents, along with the support of area businesses and other child welfare agencies were invited to attend these area specific events for the purpose of making matches for children and families within

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their own communities. Recruiters undoubtedly impacted positive outcomes in locating potential family resources for children that would not otherwise have the opportunity.

Regional Home Development Recruiters have utilized their access to Web Focus to assist in determining the type of strategies and populations that needed targeting within each region. Data from this regime serves to aid each recruiter in the application of focused, specific recruitment efforts known to each community and its members.

Regional Home Development Recruiters are responsible for partnering with professional photographers across the State that agreed to provide free photos to more than 100 children from the Baton Rouge region, Covington region, Greater New Orleans region, and Thibodaux region. Local Heart Galleries are being established in the Northeast regions of Louisiana increasing the amount of exposure children without identified placements are advanced.

**Activities Planned for the FFY 2010-2011:**

- Regional Home Development Recruiters will continue to pursue press coverage by reaching out to radio, television, newspaper and magazines with story ideas, articles and information manually and electronically.
- Regional Home Development Recruiters will continue to share informational brochures and fliers with schools, community centers, churches, and free media publications to increase the number of potential families in attendance at orientation meetings each month.
- Regional Home Development Recruiters will continue to hold group orientations during church services, club and organizational meetings.
- Regional Home Development Recruiters will form partnerships with groups and organizations that can assist in locating placements for targeted populations. With this in mind, recruiters will seek speaking engagements and the use of advertisement in hospital magazines for the purpose of gaining interest from the medical community for children with medical special needs, attend special group events such as an autism awareness event with fliers about autistic children in need of homes, and speaking at youth recreational centers to target teens, children interested in sports, etc.
- Regional Home Development Recruiters will create dynamic, strengths-based profiles of children that are freed for adoption without an identified placement to be shared publicly through the DSS website and AdoptUsKids.
- Regional Home Development Recruiters will continue to photo list children on the DSS website by providing at minimum, one child per month that is freed for adoption.
- Regional Home Development Recruiters will compose “write-ups” on each child they are recruiting for detailing their interests, hobbies and characteristics to be shared publicly with churches, and community partners for children that no longer require the services of congregate care facilities. These fliers will not include any identifying information for children whose goal is not identified as freed for adoption.

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- Regional Home Development Recruiters will recruit and partner with key identified people based on each child’s personality, interests, and needs within each child’s community of origin.
- The Regional Home Development Recruiter supervisor will develop and implement a visiting resource protocol for the purpose of assuring that children’s chances for permanency are increased, a foster home placement verses a congregate care placement is achieved, or a connection with family or non-family members is achieved.
- Regional Home Development Recruiters along with home development, adoptions and foster care staff will explore current and past foster families as well as birth families for potential resources. Recruiters will also explore possible homes with home development units within each region. If no resources are identified, recruiters will begin the initial phase of recruitment by targeting communities, special interest groups, schools, coaches, etc. in order to acquire available resources.

**Outcome Measurement:** Children will experience fewer placements and disruptions from their communities, schools, extended families and friends because of the increased number of foster/adoptive homes that are responsive to the ethnic and racial diversity of children in care.

**Data Sources:** TIPS reports; WebFocus Reports

**Chart 5**

Placement Resource Development and Proximity of Placement					
FFY	Average # of homes certified	# of new homes certified	# of intake calls	# of orientation attendance	% of foster children located in same parish as court (parish of origin)
<b>Baseline: 2007-2008</b>	<b>2536</b>	<b>678</b>	<b>3412</b>	<b>1157</b>	<b>42.08 %</b>
2008-2009	2159	693	2711	1475	46%
2009-2010					
2010-2011					
2011-2012					
2012-2013					

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**Chart 6**

<b>Placement Stability</b>		
FFY	Percentage of Two or fewer placement settings for children in care less than 12 months Measure C.4.1	Percentage of two or fewer placement settings for children in care 12 to less than 24 months- Measure C.4.2
<b>Baseline:</b> 2007-2008	<b>82.30%</b>	<b>63.12%</b>
2008-2009	82.57%	62.54%
2009-2010		
2010-2011		
2011-2012		
2012-2013		

*Note: 75th Percentile = 86.0% ; Of all children who were served in foster care between 10/01/2007 and 09/30/2008 and who were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?*

**Objective 3.2:** Provide caregivers with appropriate services to address identified needs that pertain to their capacity to provide appropriate care and supervision and to ensure the safety and well-being of the child in their care.

**Strategy 1:** Assess current home study model to determine if any areas need strengthening and or revision. (Completion Date: June 2011) Lead(s): Karla Venkataraman

**Strategy 2** Assess the feasibility of providing guardianship subsidies to relatives and other caretakers. (Completion Date: June 2010) Lead(s) Toni Buxton

**Strategy 3** Explore options to deal with relative placements in states that do not complete home studies on relatives. (Completion Date: June 2011) Lead(s) ICPC, Leola McClinton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** The agency made a decision not to pursue change of the current home study model during this period due to the continuum of care request for proposal taking priority.

**Strategy 2:** The feasibility for providing guardianship subsidies was studied, the decision was made to implement the program, and the program was implemented in April 2010.

**Strategy 3:** All 52 states complete home studies on relatives. Therefore, failure of states to complete relative home studies is not an issue. The highest percentage of requests for interstate home studies is for relative placements. However, there is a trend with some states requiring relatives to go through the foster care licensing process; thus causing some delays with home study completions.

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**Activities Planned for the FFY 2010-2011:**

**Strategy 1:** Once the level of care system for placement of children in foster care is approved and implemented, the Agency will reassess the need to revise the current home study model being utilized.

**Strategy 2:** The subsidy program for guardianship caregivers will continue.

**Strategy 3:** No activities are planned for FFY 2010-2011 as this is not viewed as an issue for the State of Louisiana.

**Outcome Measurement(s):** Research of existing home study models will result in a review or new home study format that can better assess families for certification. More children will be placed with relatives and those relatives will have additional resources to provide care.

**Data Sources:** TIPS data, QATS data,

**Chart 7**

<b>Permanency Planning/Relative Placement</b>			
FFY	% of children placed with relatives (certified & uncertified in state & out of state)	# of cases up for QA review during FFY year where initial written service plan developed w/in 30 days of case acceptance	# of cases up for QA review during FFY year where the Family Social Assessment completed or updated w/in 45 days
<b>Baseline:</b> 2007-2008	<b>30%</b>	<b>82%</b>	<b>76.1%</b>
2008-2009	30.5%	<b><u>Change:</u></b> This item has been removed from the Quality Assurance Review form because the Family Assessment/Case Plan instrument combines the assessment and case plan, requiring that the assessment be completed to develop the case plan.	
2009-2010			
2010-2011			
2011-2012			
2012-2013			

**Objective 3.3:** Develop a uniform in-service training curriculum for caregivers addressing the skills and knowledge base needed to carry out their duties for foster and/or adoptive children. (Completion June 2014)

**Strategy 1** – Evaluate and assess current in-service training. (Completion Date: January 2011) Lead(s): Karla Venkataraman

**Strategy 2** – Assess and study other state’s in-service training curricula and select desirable components. (Completion Date: June 2011) Lead(s): Karla Venkataraman

**Strategy 3** – Conduct needs assessment to determine training needs of caregivers. (Completion Date: April 2011) Lead(s): Karla Venkataraman

**Strategy 4** – Explore funding resources and available technical assistance to address foster/adoptive parent recruitment needs. (Completion Date: Quarterly) Lead(s): Karla Venkataraman.

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**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The Department did not accomplish this task due to other initiatives taking priority. The current on-going efforts to develop a level of care system have resulted in postponement of the development of a new foster and adoptive parent training curriculum.

**Activities Planned for the FFY 2010-2011:** In-service curriculum will be revised to include CPR/First Aid requirement. After completion of the new continuum of care, the Agency will assess development of an appropriate training curriculum congruent with levels of care system.

**Outcome measurement:** Uniform in-service training will benefit children in foster care by providing caregivers with the tools/skills to address the special needs and behaviors of children placed in their home resulting in increased permanency and stability for children. Additionally, when providers have the appropriate tools/skills to complete their charge fewer caregivers will leave the program.

**Data Sources:** TIPS data, WebFocus Reports

**Chart 8**

Neglect/Abuse in Foster Care ~ Placement Stability				
FFY	# of child victims in foster care	# of children with 2 or fewer placements in care less that 12 months	# of children with 2 or fewer placements in care more than 12 months but fewer than 24 months	# of children with 2 or fewer placements in care 24 months or more
<b>Baseline:</b> 2007-2008	<b>92*</b>	<b>82.32%</b>	<b>63.12%</b>	<b>37.45%</b>
2008-2009	105*	82.57%	62.54%	38.14%
2009-2010				
2010-2011				
2011-2012				
2012-2013				

**Change:** In the CFSP the data on abuse and neglect in foster care was based on the number of valid allegations of abuse and neglect in foster care. Further analysis indicated that the number of victims of abuse and neglect in foster care would serve as a more meaningful measure.

**Objective 3.4:** Develop and implement a statewide Level of Care (LOC) system to ensure that placement needs are accurately assessed to prevent moves in placement other than those that are for the best interest of the child and consistent with the child’s permanency goal(s) (Completion Date: June 2014)

**Strategy 1 -** Beginning with children in residential facilities (Completion Date: August 2009), and concluding with all other children in care, conduct a needs assessment. (Completion Date: June 2010) Lead(s): Residential Workgroup and OCS Foster Care Staff

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**Strategy 2** – Once the needs of children in care are identified, work with DHH, OJJ and other partners to match those needs with the appropriate LOC program model.  
(Completion Date: June 2011)

**Strategy 3** – Host provider fair to present selected LOC model to providers statewide.  
(Completion Date: June 2012) Lead(s): Joseph Bruno

**Strategy 4** – Issue Request for Proposal (RFP) and select providers. (Completion Date: June 2013) Lead(s): Joseph Bruno

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Utilizing a child assessment instrument, all children and youth in residential care along with those in specialized family placements were assessed in September and October 2009. Data from the assessments has been gathered and categorized to determine the needs of children in residential care.

Work is ongoing in interpreting the data to solicit the numbers and types of beds/placement resources needed throughout the state on a region wide basis. Additionally, OCS has committed to instituting a system of care and has partnered with OJJ and DHH to begin identifying areas of duplication. The identification of duplicated services will allow for more efficient service to youth in care including youth in residential placements.

Planning discussions have begun regarding the activities preceding a provider fair to present the Levels of Care System to current and potential placement providers. A Request for Proposal was developed based on the timely provision of services to families and children and, when out-of-home placement is necessary, stepping children down in the restrictiveness of placement.

**Activities Planned for the FFY 2010-2011:** From the child assessment data, implement a continuum of care program design for congregate care and specialized family care. Determine number of residential beds and specialized family placement needs across the state.

A provider fair will be hosted by the Agency to present the Levels of Care Model following the completion of the RFP. Providers will be given information regarding the newly developed Levels of Care System for the out of home placement of foster children.

State Office personnel including residential treatment, licensing, foster care and home development will participate in the provider fair prior to the release of the RFP.

The Request for Proposal is in draft form, the Agency is undergoing additional analyzing of performance based contracting. The RFP has a projected finalization and release in late 2010.

**Outcome Measurement:** Levels of Care will benefit children in foster care by providing a system of care structured to meet the needs of those children, to assure appropriateness of placement and obtain results that show fewer unwarranted placements for children.

**Data Sources:** TIPS Reports, Web focus Reports, Needs Assessment Findings

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**Baseline Data:** Number of children in care less than 24 months with 2 or fewer placements; number of children in care 12 to less than 24 months with 2 or fewer placements; Number of children in care 24 months or more with 2 or fewer placements. (**Refer to chart 8**)

**GOAL 4:** Increase the number of foster/adoptive homes statewide and improve services to certified foster/adoptive families.

**Objective 4.1:** Diligently recruit potential foster and adoptive families that reflect the ethnic and racial diversity of children for whom foster and adoptive homes are needed in the state.

**Strategy 1:** Design area specific recruitment strategies to address the needs of children in their communities. (Completion Date: June 2014) Lead(s): Karla Venkataraman & Tyra Mercadel

**Strategy 2:** Utilize regional recruiters, the Geomapping tool and the completed needs assessment of children in care (done for LOC) to focus recruitment efforts. (Completed: April 2010) Leads: Karla Venkataraman & Tyra Mercadel.

**Strategy 3:** Involve agency staff, foster/adoptive parents, community stakeholders and providers in recruitment efforts. (Completed: April 2010) Lead(s) Karla Venkataraman

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Regional Home Development Recruiters have incorporated the use of certified foster/adoptive parents as members of the Department's Recruitment Team. A past underutilized resource of the agency, foster parents have enthusiastically joined to promote our agency's need for more foster/adoptive parents. Outcomes are measured via a tracking system that is maintained by each recruiter and region's home development unit. Each recruiter and home development supervisor maintains a tracking log that follows each family through the certification process.

The Regional Home Development recruiter's sign-in sheet for orientations include a "referral source" section that is filled in by each prospective family in attendance at orientation. It has been commonly reported that the internet/DSS website and foster/adoptive parents are frequently noted as our #1 and #2 referral sources. Recruiters have taken foster/adoptive parents along with them to orientations, community events, and television shows for the express purpose of sharing a positive message about the fostering and adoption of children from foster care in Louisiana. Foster/adoptive parents have been instrumental in getting each recruiter a "pass" into their local churches, workplaces, and organizations this past year. Several newspaper and magazine articles were dispersed throughout communities that featured foster/adoptive families from each region. This highly regarded activity consistently plays a pivotal role in the increase of intake calls from families interested in orientation/informational meetings about becoming certified as foster/adoptive families within their region.

In 2009, recruiters were employed to clean up and follow up on referrals from the AdoptUsKids website and recruitment tool. From this activity, recruiters are able to complete phone orientations, and invite families to upcoming Model Approach to Partnership in Parenting classes offered in each prospective region. Each year, churches, Kiwanis, CASA and many others help

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sponsor Christmas parties, gift give-a-ways, Adoption Match parties, Foster Parent Appreciation banquets, Easter parties, and many other functions on behalf of our foster/adoptive children and foster/adoptive parents.

Recruitment efforts are also targeted toward assuring that homes are available that match the racial and ethnic characteristics of the children in need of placements. Currently, White children make up 49% of the foster care population, and Black children make up 47%. The remaining 4% are in other groups. Of foster/adoptive families, 53% are White, 45% are Black, and 2% are “other.” Louisiana’s children in care population is 4632, and the number of certified foster/adoptive families is 2196, a more than 2 to 1 ratio. However, the tailoring of recruitment efforts to meet regional needs while applying universal practices with quantifiable outcomes is the agency’s driving force, as more than 500 adoptions were completed in the 2008-2009 fiscal year.

**Activities Planned for the FFY 2010-2011:** Positively identified foster/adoptive parents will participate in at least three orientation meetings in order to enhance and encourage potential applicants to stay the process as well to conjure support from their prospective communities.

- Regional Home Development Recruiters will continue to utilize support visits to foster/adoptive parents home to engage families in targeted and child specific activities in locating potential families for children that share the same community of origin.
- Regional Home Development Recruiters will attend meetings, conduct group orientations, and partner with community stakeholders and providers for placement options, resources, and potential applicants.
- Regional Home Development Recruiters will include staff in the planning process of targeted recruitment events; collaborate with foster care workers and adoption workers and their supervisors in completing child specific recruitment plans for assigned recruitment cases.
- Regional recruiters will partner with foster parents representing each parish/county within their regions to form a foster parent recruitment team. The team will meet quarterly, and will be invited to attend recruitment meetings in Baton Rouge on a quarterly basis. Teams will assist in locating homes for “hard to place” children, participate in orientation meetings, media efforts, and to serve as recruitment liaisons in their own communities. This team also assists in the retention effort by way of the sharing of resources, and providing support to other foster/adoptive families.

**Outcome measurement:** Children will experience fewer placements and disruptions from their communities, schools, extended families and friends because of the increased number of foster/adoptive homes that are responsive to the ethnic and racial diversity of children in care.

**Data Sources:** TIPS reports; Webfocus reports

**Baseline Data (FFY 2007-2008) :** Refer to chart 8

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**Objective 4.2:** Provide caregivers with appropriate services to address identified needs that pertain to their capacity to provide appropriate care and supervision and to ensure the safety and well-being of the child in their care.

**Strategy 1:** Assess current home study model to determine if any areas need strengthening and or revision. (Completion Date: June 2011) Lead(s): Karla Venkataraman

**Strategy 2:** Assess the feasibility of providing guardianship subsidies to relatives and other caretakers. (Completion Date: June 2010) Lead(s) Toni Buxton

**Strategy 3:** Explore options to deal with relative placements in states that do not complete home studies on relatives. (Completion Date: June 2011) Lead(s) ICPC, Leola McClinton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** This strategy was duplicated in error. Please see goal 3, objective 3.2, strategy 1, for accomplishments and planned activities concerning this area.

**Strategy 2:** The feasibility of providing guardianship subsidies to relatives was studied, and OCS implemented the guardianship subsidy effective April 2010.

**Strategy 3:** All 52 states complete home studies on relatives. Therefore, states not completing relative home studies is not an issue through the interstate process. In fact, the highest percentage of requests for interstate home studies is for relative placements. However, there is a trend with some states requiring relatives to go through the foster care licensing process; thus causing some delays with home study completions.

**Activities Planned for the FFY 2010-2011:**

**Strategy 2:** The guardianship subsidy program will continue into the foreseeable future.

**Strategy 3:** No activities planned for FFY 2010-2011 as this is not viewed as an issue.

**Outcome Measurement(s):** Research of existing home study models will result in a review or new home study format that can better assess families for certification. More children will be placed with relatives and those relatives will have additional resources to provide care.

**Data Sources:** TIPS data, QATS data,

**Baseline Data:** The number of children placed with relatives in state and out of state; number of cases up for QA review during FFY year where initial written service plan developed within 30 days of case acceptance; number of cases up for QA review during FFY year where the Family Social Assessment completed or updated within 45 days. **(Refer to chart to Chart 7)**

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**Objective 4.3:** Develop a uniform in-service training curriculum for caregivers addressing the skills and knowledge base needed to carry out their duties for foster and/or adoptive children. (Completion June 2014)

**Strategy 1:** Evaluate and assess current in-service training. (Completed: January 2010)  
Lead(s): Karla Venkataraman

**Strategy 2:** Assess and study other state's in-service training curricula and select desirable components. (Completed: April 2010) Lead(s): Karla Venkataraman

**Strategy 3:** Conduct needs assessment to determine training needs of caregivers. (Completed: April 2010) Lead(s): Karla Venkataraman

**Strategy 4:** Explore funding resources and available technical assistance to address foster/adoptive parent recruitment needs. (Completion Date: Quarterly) Lead(s): Karla Venkataraman

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** A work group consisting of State Office and Regional Home Development staff members, a foster parent, and a consultant from the Casey Foundation, Denise Goodman was formed to develop a new pre-service training curriculum. The work group reviewed the training curriculums of other states and met regularly prior to choosing a model. The uniform pre-service curriculum for caregivers is in the final stages of development.

**Activities Planned for the FFY 2010-2011:** A field test of the model will occur in two regions of the State. Following the field test and any necessary revisions to the model will be made. Staff will be trained and the model will be implemented statewide. The new pre-service curriculum is expected to be utilized throughout the State prior to the end of 2010.

**Outcome Measurement:** Uniform in-service training will benefit children in foster care by providing caregivers with the tools/skills to address the special needs and behaviors of children placed in their home resulting in increased permanency and stability for children. Additionally, when providers have the appropriate tools/skills to complete their charge fewer caregivers will leave the program.

**Data Sources:** TIPS data, WebFocus Reports

**Baseline Data:** Number of valid investigations in foster homes; Number of children with 2 or fewer placements in care less than 12 months; Number of children with 2 or fewer placements in care more than 12 months but fewer than 24 months; Number of children with 2 or fewer placements in care 24 months or more. (Refer to chart 8)

**NOTE: GOAL 5 duplicated Goal 3 and has been removed; was Objective 5.1 and its four strategies is now Objective 3.4 of Goal 3.**

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**TECHNOLOGY**

**GOAL 6:** Improve service delivery to external customers, clients and providers, as well as improve work processes and tools for staff.

**Objective 6.1:** Increase level of mobility of workers and workers ability to work from a home office.

**Strategy 1:** Complete study of the detailed tasks performed by a worker in and out of the office to better understand the supports needed to function in a mobile office and home environment

**Strategy 2:** Continue work on ACCESS project to create a complete online case record.

**Strategy 3:** Explore equipment needs, available mobile services, information technology supports, management and office supports.

**Strategy 4:** Equip staff with tools to increase mobility and work from a home office if determined to be feasible, i.e, laptops, printer/scanner, fax machine

**Strategy 5:** Select units statewide to pilot limited mobility

**Strategy 6:** Study CPS program for what supports are needed for full mobilization and study remaining programs for potential mobility

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** DSS is invested in a modernization project which is aimed at creating work efficiencies through the use of appropriate technology to enhance and make service delivery more efficient. This includes OCS Mobile Technology to provide tools for field staff to reduce duplicate processes, travel time and enable staff to spend increased time delivering services to clients. Components include the assessment, selection and procurement of tools, development of IT support for mobile technology and training, and developing centralized intake. An OCS Mobile Technology Team was developed and provided an assessment and recommendations for OCS mobile technology in March 2009. In order to better understand the supports needed to function in a mobile office and/or home environment, this team recommended the completion of an analysis of the detailed tasks performed by a worker in and out of the office. Equipment needs were explored as well as available mobile services, information technology supports, management and office supports.

The Department is currently engaged in a technology modernization project that will integrate current systems into one comprehensive SACWIS compliant system and more. The new system will combine TIPS, FATS, and SDM systems while adding new functionality of an electronic case record and meet the tracking and reporting functions of the National Youth in Transition Database (NYTD). This will address many of the concerns and recommendations reflected in focus groups.

**Activities Planned for FFY 2010-2011:** Modernization will continue the process of providing mobile technology to frontline child welfare staff. This will allow staff accessibility to

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information systems from home or in the field using WiFi. Modernization will pilot full mobilization with a group of selected staff over the next year.

Over a thousand laptops have been purchased and were issued to the following staff: 873 direct service workers to include 177 Child Protection Investigators (CPI), 59 Alternative Response (AR) workers, 108 Family Service (FS) workers, 8 Intensive Home Based Service (IHBS) workers, 467 Foster Care (FC) workers and 54 Adoption (AD) workers. Laptops will also be issued to 69 support services workers to include home development and adoption petition workers; 51 district managers, 31 program specialists, and other support staff (2 per region) for a total of 1,044 laptops issued statewide by April 2010.

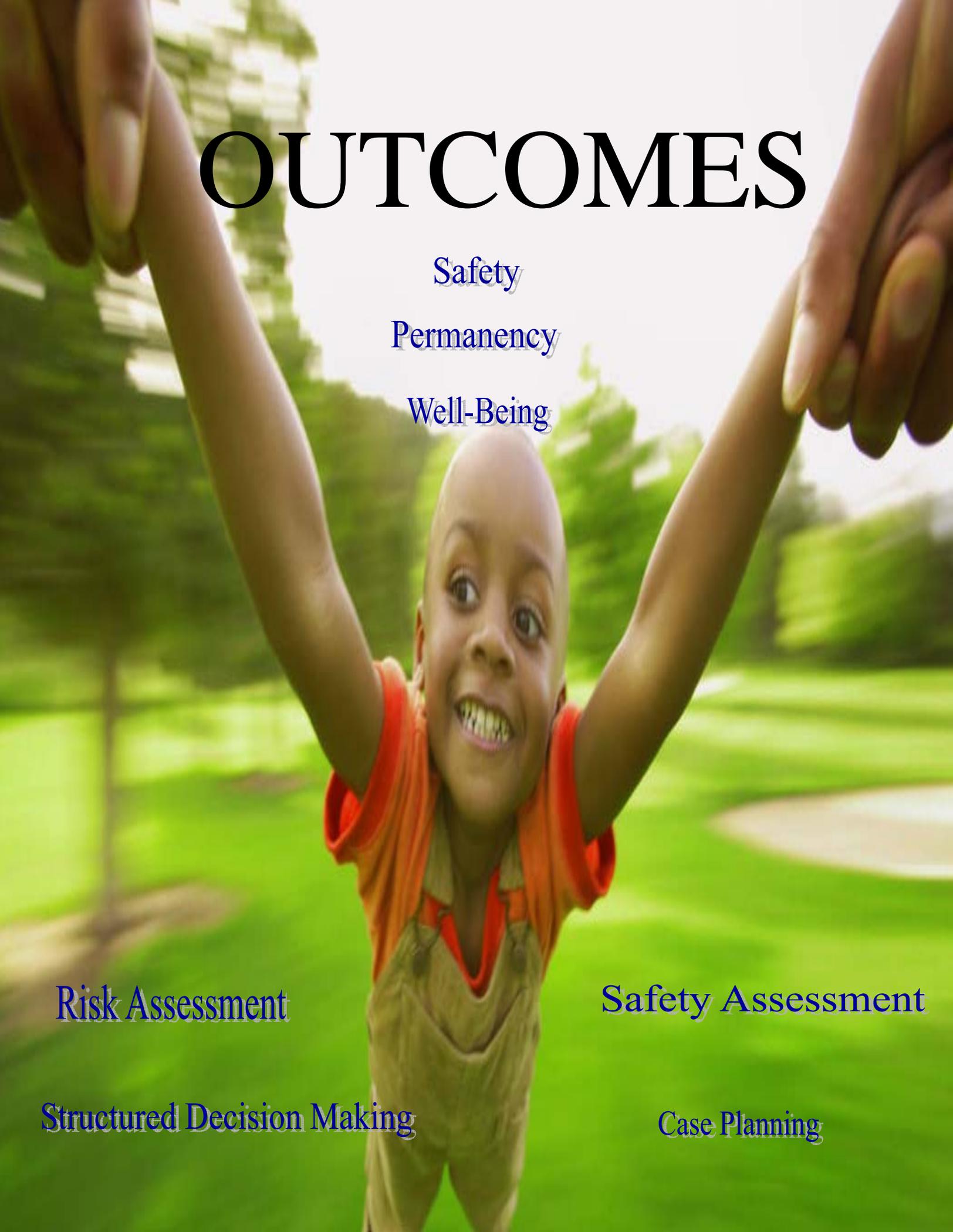
There have been issues with workers being able to connect to the internet due to the lack of funding to purchase air cards. However, when funding is available, the plan is to issue air cards to child protection investigation workers first in order to allow them the ability to utilize ACESS while in the field.

The “Request for Proposal” for a Common Access Front End (CAFÉ) system to provide a web based platform for all DSS workers is planned for the spring of 2010 and the SACWIS RFP is expected to be released in the fall of 2010.

**Outcome Measurement:** Reduction in staff turnover and retention timeliness of initiating investigations; improved caseworker visits

**Data Sources:** WebFocus Reports; ACESS reports

**Baseline Data:** Please refer to Chart 1



# OUTCOMES

Safety

Permanency

Well-Being

Risk Assessment

Safety Assessment

Structured Decision Making

Case Planning

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**THEME 2: OUTCOMES**

**GOAL 1:** Develop a practice model.

**Objective 1.1:** Obtain funding and technical support

**Strategy 1:** Prepare application to Mountains Plains Child Welfare Implementation Center. (Completion Date: June 2009) Lead(s): Joel McLain and Brent Villemarette

**Objective 1.2:** Incorporate Practice Model with OCS business processes (Completion Date: October 2009 {Pending approval of application noted above}) Lead(s): Joel McLain and Brent Villemarette

**Strategy 1:** Communicate scope of initiative to all OCS-connected staff and stakeholders. (Completion Date: November 2009) Lead(s): Joel McLain and Brent Villemarette

**Strategy 2:** Create an OCS Practice Model “Champions Group”. (Completion Date: January 2010) Lead(s): Joel McLain and Brent Villemarette

**Strategy 3:** Develop a project specific strategic planning processes for core, key areas. (Completion Date: March 2010) Lead(s): Joel McLain and Brent Villemarette

**Strategy 4:** Establish measures/conduct evaluation of efficacy of Practice Model approach. (Completion Date: April 2010 and ongoing) Lead(s): Joel McLain and Brent Villemarette

**Strategy 5:** Modify approach as driven by data and evaluation. (Completion Date: July 2010 and ongoing) Lead(s): Joel McLain and Brent Villemarette

**Strategy 6:** Communicate results at periodic and on-going intervals. (Completion Date: July 2010 and ongoing) Lead(s): Joel McLain and Brent Villemarette

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** In an effort to begin moving forward on the development of a practice model, a proposal was developed and submitted to the Mountains and Plains Implementation Center in June 2009. The agency’s proposal was not accepted thereby halting all work on the development of a practice model.

**Activities Planned for the FFY 2010-2011:** The agency continues to explore the development of a practice model and may apply for additional resources to aid in the development.

**SAFETY**

**GOAL 2:** Children are, first and foremost, protected from abuse and neglect.

**Objective 2.1:** Safety and risk assessments are completed thoroughly and accurately and in accordance with timeframes established in policy while children are in their own homes.

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**Strategy 1-** Enhance supervisor's capacity to monitor safety plans for completion within agency timeframes and appropriateness of safety plan. (Completion Date: December 2013) Lead(s): Rhenda Hodnett

**Strategy 2-** Enhance clinical knowledge of staff pertaining to risk and safety assessments of substance abuse, mental health, and domestic violence. (Completion Date: June 2012) Lead(s): Marty Gibson & Rhenda Hodnett

**Strategy 3-** Increase the quality and frequency of caseworker visits (Completion Date: December 2011) Lead(s): Rhenda Hodnett

**Strategy 4-** Add SDM Risk Assessment into ACCESS

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:**

The WebFocus dashboard provides supervisors with the capacity to monitor safety plans for completion within agency timeframes. An increased focus on monitoring safety plans has occurred due to the data indicating a very low percent of safety plans completed timely. Regional Prevention Specialists have been asked to brainstorm reasons that safety plans are not being completed timely and develop methods to combat this issue.

Please refer to Theme: *Resources*: Goal 1, Objective 1.1 for detailed information on enhancing supervisor's capacity to support workers.

**Strategy 2:**

In June 2009, a new policy 4-516, Safety Assessments, was issued to provide guidance to staff regarding the definition of safety to include present danger, impending danger and protective capacities. The policy also provides staff with guidance on completing safety assessments, determining safety decisions and creating safety plans.

A training session was held on November 18-19, 2009 in Baton Rouge by the Institute for Family Development regarding Substance Exposed Newborn Training and Relapse Prevention. This training targeted Family Services (FS) staff. Training content included the effects on infants (brain development and behaviors), specific strategies to teach parents regarding the care of their exposed newborn, safety plans, support systems, engaging fathers, including siblings of exposed newborns in conversations, relapse prevention, building motivation, resources and fact sheets.

An OCS New Worker Orientation Training Session was held January 5, 2010 and March 8, 2010. This three (3) consecutive week curriculum provides fundamental knowledge and skills needed for child welfare services delivery that are common to the CPI, ARFA, FS and FC program areas. Included in the training content: Safety and Risk Assessment; Structured Decision Making (SDM); and Caseworker Assessment and Case Planning with the Family;

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Intake and Screening, and Exploring Issues: Substance Abuse, Mental Illness and Domestic Violence.

**Strategy 3:**

With the implementation of Structured Decision Making (SDM) in 2008, contact standards for both Family Service and Foster Care cases changed. SDM is a risk assessment tool designed to assess the level of risk of a case which dictates the number of worker face-to-face visits required for a family per month. Since the level of risk assigned to a case determines the number of visits required for a family through the Structured Decision Making Model, there is a chance of increased visitation upon completion of the risk assessment. The agency worker maintains case responsibility and must have contact with the family based on SDM contact standards. This promotes information sharing, as the contract service provider is able to assist with ongoing assessment of risk.

The agency has also worked to address face-to-face visits with changes in policy to guide visits that are purposeful and private to better ascertain the child's needs.

In September 2009, a memorandum was issued to advise staff that all case worker visits in Foster Care and Family Services are to be documented in the Family Assessment Tracking System (FATS) starting in October 2009. Data is currently being inputted into this system, however the capability to generate reports to allow users to manage the system is not available at this time.

**Strategy 4:**

Beginning October 1, 2009, the SDM assessment process and instrument is being used by the CPI staff. Risk is assessed throughout the investigation and the instrument is completed at the conclusion of the investigation. Implementing the initial SDM risk assessment at the forefront of the agency's involvement with families allows for earlier identification of those families at highest risk for repeat maltreatment. Integration of SDM into intake and child protection investigations will also facilitate better information to set appropriate response priorities and provide investigators with the information needed to make timely investigation contacts. SDM will be incorporated into ACESS in June 2010.

**Activities Planned for FFY 2010-2011:** The agency will continue to enhance supervisor's capacity to monitor safety plans for completion within agency timeframes and appropriateness of safety plan. In order to assess and improve the quality of the safety assessments, Louisiana would like to develop a reliable instrument, usable by quality assurance staff, which would assess the clinical quality of the safety assessments. With the electronic case record, quality assurance staff would be able to conduct these reviews from their office, thus saving both time and travel dollars.

Trainings will continue to be held to enhance clinical knowledge of staff around risk and safety assessments of substance abuse, mental health, and domestic violence.

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The agency will also continue to focus on enhancing the quality and frequency of caseworker visits and will monitor future peer case review data to see if items related to service needs improve where the new assessment process is in use.

Efforts are continuing to develop management reports based on the data contained in FATS. These management reports will help with the monitoring of face-to-face contacts by supervisors and help to guide workers in this practice. This will identify children who have not received required contact, ensure contact occurs, documentation is updated, and sufficient efforts are made.

**Outcome measurements:** The agency will monitor the accurate completion of safety and risk assessments through the percent of safety assessments in which safety is assessed timely (in accordance to agency policy) during investigations; monitor percent of Family Service cases in which safety/risk is reassessed timely

**Data Sources:** QA Data; TIPS reports; SDM database

**Chart 9**

FS QA-1 Data FFY	Was Safety Assessment reviewed, modified or initiated by FS Worker within 5 days of first contact with family % "Yes"	Have subsequent Risk Assessments been updated/renewed every 3 months that the case remains open unless case circumstances indicate a need to update it more frequently? % "Yes"
<b>Baseline Data: 2007-2008</b>	<b>81%</b>	<b>75%</b> This question will be removed from QA-1 during next revision due to SDM database
2008-2009	78.7%	
2009-2010		
2010-2011		
2011-2012		
2012-2013		

*Note: Risk assessment data inaccurate due to only 3 out of 343 cases reviewed for risk assessment due to discontinuance of QA-1 to measure risk. Risk assessments completed will be monitored in the future by the SDM database.*

**Chart 9a**

FFY	% safety assessment completed within agency timeframes during investigation
<b>Baseline Data: 2007-2008</b>	30.93%
2008-2009	39.59%
2009-2010	
2010-2011	
2011-2012	
2012-2013	

*Note: Report showing number of cases in compliance with key performance indicators on closed cases. Safety Assessment Met: All Safety Assessments conducted within 120 hours of initial contact; baseline data may be inaccurate due to inputting issues with the ACCESS system.*

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**Objective 2.2:** Ensure investigations are initiated and face to face contact with the child and caretaker are completed within timeframes established by agency policy (Completion Date: June 2014) Lead(s): Rhenda Hodnett & Cindy Phillips

**Strategy 1-** Explore the feasibility of a centralized intake process to create a single entry point for receipt of reports of abuse/neglect. (Completion Date: June 2011) Lead(s): Rhenda Hodnett & Cindy Phillips

**Strategy 2-** Establish agency capacity and maintain child welfare personnel to respond to reports of abuse and neglect (Completion Date: June 2012) Lead(s): Marty Gibson and Brent Villemarette

**Strategy 3-**Enhance supervisors' capacity to support workers' timeliness of initiating investigations. (Completion Date: June 2011) Lead(s): Marty Gibson and Brent Villemarette

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:**

A centralized intake design team was established to study and make recommendations for the development of a statewide centralized intake process. A centralized child protection intake system plan was presented on July 1, 2009. The team did a comparative analysis of centralized intake vs. local intake highlighting the positives of each, researched documents and interviewed staff involved in the 1984 centralized intake rollout that ended prior to full implementation, and reviewed other states central intake systems. The planning and design team looked at a number of options in designing Louisiana's centralized intake center. The options explored include an in-house center located in and under the direction of state office; an out sourced single center or a combination of the two

**Strategy 2:**

Louisiana is implementing several initiatives to alleviate the stress and provide additional support to front-line staff in completing critical functions. One initiative, Peer to Peer Support (also referred to as Intensive Assistance Teams) provides support, consultation, specialized training and management assistance to staff for a specified period of time. The initiative was first implemented in Lake Charles in early 2009. Peer to Peer Practice Support was instrumental in stabilizing practice and the child welfare workforce in Lake Charles. The intensive peer support and local leadership development allowed for an acceleration of core child welfare practice skills development and facilitation of a positive culture where staff can believe quality child welfare practice is possible and see it happening.

The agency has continued to partner with the Louisiana Child Welfare Comprehensive Workforce Project (LCWCWP) and the Louisiana Child Welfare Workforce Alliance. This five-year discretionary grant awarded by the Children's Bureau, began in FFY 2008-09 for Child Welfare Training: National Child Welfare Workforce Initiatives. The LCWCWP upgrades the skills, knowledge and qualifications of prospective and current child welfare agency staff and supports special projects for training personnel to work in the field of child

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welfare. The purpose of this project is to improve safety, permanency, and well-being outcomes for children and youth by building the capacity of Louisiana's child welfare professionals and by improving the systems in the state that recruit, train, supervise, manage, and retain them. LCWCWP has implemented a number of strategies designed to assist OCS in developing a stable and highly skilled workforce for providing effective child welfare services. LCWCWP is further supporting the development of a strong OCS-University Alliance to improve staff competencies. LCWCWP has significantly increased the numbers of social work (MSW and BSW) students receiving stipends to support their child welfare education, through a Louisiana Child Welfare Scholars (LCWS) program (administered through NSU, with stipends available to each university).

**Strategy 3:**

The department is strengthening its focus on outcomes by identifying a small number of core outcomes to be closely monitored by all staff from the front-line through the Secretary's office with a focus on setting and meeting incremental improvement targets. As part of the department's Performance Outcomes Monitoring process, the agency has set a performance improvement target of 10% for each region relative to the timely initiation of investigations for the quarter October 1-December 31, 2009. The WebFocus dashboard provides supervisors with the capacity to monitor timeliness of initiating investigations for completion within agency timeframes. The agency has been in the process of increasing supervisor's utilization of data to supervise staff.

Please refer to Theme: *Resources*: Goal 1, Objective 1.1 for detailed information on enhancing supervisor's capacity to support workers.

**Activities Planned for FFY 2010-2011:** Centralized intake is still in the RFP process and final decisions have not been made regarding the design of this process. The centralized intake design team met on March 3, 2010 in order to provide a recommendation to management staff regarding the design of the process. The team selected the outsource model, however several issues remain such as cost, the extent of utilization of DSS staff or contractor staff and to what level, and the need for user friendly ACCESS intake on the front end. A subsequent meeting has been scheduled with the Secretary on May 5, 2010 to discuss any issues.

Implementing a centralized intake system will require a planned process that takes into account rolling out the system, development and training of new policy and procedures, working with stakeholders (especially mandated reporters) and setting up a quality assurance system. Recommendations from the design team include rolling out the system by having a single pilot followed by a statewide "go live" date. The pilot would allow the agency to make adjustments based on the pilot before the system handles the enormity of statewide responsibility. Changes and additions to intake policy and procedures will need to be developed followed by training for call center and field staff. It has been suggested that an intake manual of new procedures be developed to assure consistency. Statewide training will need to be consistent and use a frequently asked questions format for addressing issues that might change following implementation. Consistency of trainers would also be preferred to assure consistency of messages. The community will need to be informed of the change over to a new system. Information packets should be created and provided to mandated reporters

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and community partners such as law enforcement, schools, the medical community and the courts. There will also have to be a plan to shut down existing numbers and services the agency currently uses. Local phone listings will need to reflect the new DSS customer number in lieu of local child abuse numbers. Also, current answering services that handle after hours calls will have to be terminated.

The agency plans to deploy Peer to Peer Support to additional areas and has a long term plan of making Peer to Peer Support teams available statewide to provide intensive support when needed to stabilize and improve practice. Long-term on-going work continues through the LCWCWP and the OCS/University Alliance in order to establish agency capacity and maintain child welfare personnel to respond to reports of abuse and neglect and to increase supervisor's capacity to support workers timeliness of initiating investigations.

**Outcome measurements:** The agency will monitor timeliness of initiation of investigations through ad hoc reports in ACESS.

**Data Sources:** ACESS ad hoc report

**Chart 10**

<b>Compliance Rate with Initial Face-to-Face Contact with Perpetrator/Non- Involved Caretaker</b>				
<b>FFY</b>	<b># Compliant</b>	<b># Non-Compliant</b>	<b># Perpetrators/Caretakers</b>	<b>% Compliant</b>
<b>Baseline Data</b>				
2007-2008	14081	15889	29970	46.98 %
2008-2009	13223	14023	27246	48.53%
2009-2010				
2010-2011				
2011-2012				
2012-2013				

DATA SOURCE: Webfocus: ACN0004 Based on Finding Date/Final Finding Status: All

**Chart 11**

<b>Compliance Rate with Initial Face-to-Face Contact with Victim</b>				
<b>FFY</b>	<b># Compliant</b>	<b># Non-Compliant</b>	<b># Victims</b>	<b>% Compliant</b>
<b>Baseline Data</b>				
2007-2008	18517	11733	30250	61.21%
2008-2009	16663	10504	27167	61.34%
2009-2010				
2010-2011				
2011-2012				
2012-2013				

DATA SOURCE: Webfocus ACN0004 Based on Finding Date/Final Finding Status:All

**GOAL 3:** Children are safely maintained in their homes whenever possible and appropriate.

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**Objective 3.1:** To ensure children who have been maltreated are protected from repeat maltreatment in their own homes and in foster care placements.

**Strategy 1-** Ensure consistent screening and classification of reports received (Completion Date: June 2010) Lead(s): Marty Gibson & Rhenda Hodnett

**Strategy 2-** Build skills of supervisors to provide supportive supervision to frontline workers to increase accurate case decision making across the child welfare service continuum. (Completion Date: June 2010) Lead(s): Marty Gibson & Rhenda Hodnett

**Strategy 3-** Provide on-going training to assist workers to conduct a thorough family centered safety/risk assessment using the existing SDM risk assessment tool and safety plan (Completion Date: June 2011) Lead(s): Marty Gibson & Rhenda Hodnett

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** Since completion of the “Focus on Four” implementation in October 2008, the initial Structured Decision Making (SDM) risk assessment has been used to assess risk for cases advancing to in-home (FS) or out-of-home (FC) services. The instrument was initially completed at the transfer staffing with the information presented by the CPI worker/supervisor during the staffing. Beginning October 1, 2009, the SDM assessment process and instrument is used by the CPI staff to assess risk during the investigation. Implementing the initial SDM risk assessment at the forefront of agency involvement with families allows for earlier identification of those families at highest risk for repeat maltreatment. This initiative will also allow for more standardized decisions on how risk is assessed and case planning is determined.

On February 15, 2010, a pilot began for utilization of a SDM screening and response tool to ensure consistent screening and classification of reports received in Ascension Parish, Calcasieu Parish and all of East Baton Rouge region. Trainings were conducted in these parishes as well as additional trainings on Alternate Response (AR). Progress of the pilot will be monitored through April and May 2010 and evaluation of the pilot will begin in May 2010. Any changes needed as a result of lessons learned will occur at this time. Statewide training will occur in late April and May 2010 in advance of SDM tools input into ACESS in June 2010. The Quality assurance section is in the process of developing reports to place on the dashboard to track progress of SDM at intake.

**Strategy 2:** A Peer to Peer Support (PPS) project has been developed to ensure consistency in safety plans, risk assessments, and case planning. PPS 2010 is a standardized peer review process designed to increase the Louisiana OCS workforce capacity to effectively assess and intervene in reported cases of child abuse and neglect. It is anticipated that this process will also reduce repeat incidence of maltreatment.

Louisiana has implemented staff mentoring/coaching programs in several areas of the state to support and improve staff capacities. Supervisors have also participated in a series of

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monthly Supervisory Teleconferences to enhance and develop learning opportunities centered on state of the art child welfare supervision principles and practices.

Refer to Theme: *Resources*, Goal 1, Objective 1.1 for detailed information on building skills of supervisors to provide supportive supervision to frontline workers to increase accurate case decision making across the child welfare service continuum.

**Strategy 3:** Multidisciplinary Training (When is it safe to reunify?), co-sponsored by Louisiana's Court Improvement Project (CIP) and CASA was held March 12, 2010. This training provided a practical summary about child safety, addressed the fundamentals of safety assessments and safety planning and discussed appropriate decision-making skills that relate directly to permanency and child well-being. Topics covered included SDM® Risk Assessment documents.

An OCS New Worker Orientation Training Session was held January 5, 2010 and March 8, 2010. This three (3) consecutive week curriculum provides fundamental knowledge and skills needed for child welfare services delivery that are common to the CPI, ARFA, FS and FC program areas. The training content includes: Focus on Four Initiatives (Safety and Risk Assessment); Structured Decision Making; and Caseworker Assessment and Case Planning with the Family; Intake and Screening, etc.

An OCS Alternative Response Family Assessment (ARFA) and Structured Decision Making (SDM) Intake Train the Trainer Training Session occurred on January 20-21, 2010. This training was utilized to familiarize all supervisors with and train the trainers on the new SDM intake instrument, prior to implementation of the pilot program. The training on January 21, 2010 was utilized to train the trainers on the new ARFA training to be conducted in the regions.

**Activities Planned for FFY 2010-2011:** The process of implementing a SDM screening and response time tool at intake to ensure consistent screening and classification of reports received will continue until it is implemented statewide. Training sessions will also continue in the regions until full implementation.

On-going work continues in implementing the Peer to Peer Support (PPS) project statewide. Please see Goal 3, Objective 3.2 for detailed information on the activities planned for this project.

**Outcome measurements:** The agency will monitor the absence of recurrence of maltreatment by focusing on the percent of valid investigations with recurrent valid maltreatment within 6 months, percentage of children opened in Family Services during the reporting period who did not have a valid CPI and did not come into foster care (while FS case open or within 6 months of closure date).

**Baseline Data:** Refer to Chart 2 for percentage of recurrence of maltreatment with victim and perpetrator

**Chart 12**

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<b>Percentage of children opened in Family Services during the reporting period who did not have a valid CPI and did not come into foster care (while FS case open or within 6 months of closure date)</b>	
<b>FFY</b>	<b>Percentage</b>
<b>Baseline</b> 2007-2008	84.01
2008-2009	84.39%

*Note: DSS Performance Measures: Report- Family Services Safety and Permanence; Baseline data may vary due to recent implementation of this reporting measure. Not all regions/cases have been entered at this time.*

**Data Sources:** ACCESS/TIPS Data/Quality Assurance Case reviews; WebFocus Reports ACN0007/ACN0008;

**Objective 3.2:** Service needs are assessed timely and accurately and needed services are provided, based on family needs, to prevent removal or re-entry into foster care.

**Strategy 1-** Collaborate with community resources to provide training on preventative service programs available, criteria for referral and appropriateness of services based on family needs. (Completion Date: June 2011) Lead(s): Marty Gibson & Rhenda Hodnett

**Strategy 2-** Explore the use of a 6 week peer training team in all regions statewide to provide short-term, intensive training and support for all levels of staff. (Completion Date: June 2011) Lead(s): Brent Villemarette

**Strategy 3-** Ensure that Assessment of Family Functioning is practiced consistently statewide and improves performance on assessment needs and services provided. (Completion Date: June 2013) Lead(s): Rhenda Hodnett

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** Beginning July 1, 2009, changes occurred in the Family Resource Center (FRC) contracted services. The agency has contracted with nine (9) Family Resource Centers to provide services in designated areas of the state rather than the twelve (12) as in previous years. Respite services will no longer be provided through the FRC contracts. Effective on July 9, 2009, FRC's would provide three (3) CORE services:

- **Parenting:** The Nurturing Parenting Program for parents of infants, toddlers, and pre-school children, parents of children ages 5-11, parents and their adolescents; Strengthening Families; Systematic Training for Effective Parenting, including Effective Black Parenting.
- **Family Skills Training:** Family Skills Training is focused on targeted skill building and may be facilitated in the client's home or other designated locations. These

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services were loosely defined so the services may be tailored to meet each client's specific needs.

- **Visit Coaching** -- Visit Coaching is a model for providing hands-on guidance for parents in meeting the needs of their children during family visits. Visit Coaching is different from supervised visitation. This service primarily targets parents with children in foster care, but can benefit in-tact families as well. The OCS worker and visit coach are to work in partnership in providing services for families.

On October 19, 2009, Training and Technical Assistance (T/TA) was requested to assist with capacity building and developing train-the-trainer in coaching family visits. Direct Recipients of T/TA consisted of 4 groups: staff who would become Visit Coaches; OCS staff (broad audience) to familiarize them with Visit Coaching model; trained Visit Coaches and Consultants to solidify the implementation plan and process; and, Regional Prevention Specialists who could serve as trainers and ongoing consultants to field staff.

An introduction to visit coaching training was held November 17, 2009 and an advanced training session in visit coaching was held November 17-18, 2009 in Baton Rouge. An additional introductory training session occurred on November 19, 2009 and an advanced visit coaching training session occurred November 19-20, 2009 in Alexandria. The purpose of the training was to describe how to make supported visits a powerful child welfare tool. Family visits with children in out-of-home care are an underutilized service which can be the determining factor in safe reunification.

Regional Prevention Specialists are monitoring referrals to the Family Resource Centers to ensure that referrals are appropriate and based on the needs of the family. This ensures that needed resources are utilized in the most effective way. The agency also monitored the implementation of policies and procedures on referrals to resource centers as well as the use of the resource centers. The goal was to increase the community-based continuum of family support and family preservation services available/provided to children and families; however, due to the economic status of the state, services provided by the resource centers were reduced at the beginning of SFY 2009 – 2010.

**Strategy 2:** Peer to Peer Support (also referred to as Intensive Assistance Teams) provides support, consultation, specialized training and management assistance to staff for a specified period of time. The initiative was first implemented in Lake Charles in early 2009 following several crisis events highlighting significant turnover and caseload growth since the 2005 hurricanes wreaked major damage and disruption followed up by Hurricanes Gustav and Ike in 2008. Since implementation of Peer to Peer Support in Lake Charles, the region has improved its performance on timeliness of initiation of investigations from second to last statewide in calendar year 2008 to second highest performing region through mid-November in calendar year 2009. Four parish offices have been chosen to receive four weeks of intensive peer review and support. This project is using the Children's Research Center to come in as consultants and will involve training of peers to refresh certain skills and specifics of the project. Regional Prevention Specialists have been identified to be the leaders of this project and create the ability to build the capacity to provide peer to peer support for OCS staff.

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**Strategy 3:** With the assistance of the National Resource Centers (NRC's), OCS developed and is currently utilizing the Assessment of Family Functioning (AFF) statewide. The process focused on thorough assessment of a family's functioning and developing behaviorally specific case plans, while emphasizing the critical need for family engagement skills. During implementation, NRC's consultant provided guidance and supervision on cases via monthly conference call. During the 90 minute call, case consultation was provided to the worker and supervisor regarding the safety assessment, Structured Decision Making (SDM) risk assessment, AFF, and staffing form. Regional/parish staff were encouraged to listen to the case consultation calls for learning purposes.

The AFF is a web-based instrument used in the Prevention/Family Services, Foster Care, and Adoption programs with minor programmatic adaptations. This results in an assessment and planning document consistent through all programs so that when a child moves from one program to another, all workers will be familiar with and using the same instrument. The Family Assessment Tracking System (FATS) was developed to provide an automated method of recording the family assessment information and to collect data related to the domains requiring intervention.

Training sessions, "Foster Care Assessment and Case Planning With The Family" were held on, March 9-12, 2009 for Alexandria, Monroe, Shreveport, and Lake Charles Regions, March 23- 26, 2009 for Thibodaux, Jefferson, New Orleans and Covington Regions and November 16- 20, 2009 in Lafayette Region. These training sessions concentrated on foster care program-specific curriculum designed to enhance foster care caseworker knowledge and skills in working with the foster children, biological parents, and foster parents. Specific content includes engagement, motivational interviewing, child developmental stages and issues, developing goals and determining supports and services with the family.

The implementation of SDM protocols have assisted with increasing worker consistency in assessment and case planning. Families are assessed more objectively, and decision making is guided by facts of the case rather than by individual judgment. Detailed definitions for assessment items increase the likelihood that workers assess all families using a similar framework. This process is fully implemented in each of the state's parishes with monitoring for consistency.

The agency is in the process of using more clinical quality assurance processes tied to specific practice improvements. Starting with the Family Assessment, Louisiana developed weekly case supervision conferences with consultants to improve the skill and documentation of family assessment. This has continued with current weekly conferences for Visit Coaching. Additionally, peer-to-peer reviews integrate the review process with case specific goals, individual worker skill development, and region wide training needs assessments.

**Activities Planned for FFY 2010-2011:** The agency will continue to collaborate with community resources to provide training on preventative service programs, available criteria for referral, and appropriateness of services based on the family's needs. Onsite T/TA and follow-up telephone consultations for visit coaching will occur (about 1 hour/month) through

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June 2010. The agency plans to have all Visit Coaches and Consultants on board and fully trained by 6/30/10.

OCS has partnered with Children’s Research Center (CRC) to develop the Peer to Peer Support (PPS) program. CRC will provide training and support to OCS field staff, field supervisors, and Regional Prevention Specialists (RPS) to promote evidence-based standardized case decisions, case planning, and support in the use of Structured Decision Making (SDM). A web-based data collection system will be developed to accommodate two automated case review instruments. Four parish offices, East Baton Rouge, Livingston, Lafayette and Orleans Parishes have been chosen to receive four weeks of intensive peer review and support. Twenty-six (26) OCS child welfare workers will serve as Peer consultants in the PPS 2010 Program, in addition to the Regional Prevention Specialist (RPS) staff. All RPS’ have been designated as essential, expert staff for PPS 2010. The 26 non-RPS Peer Consultants will provide two weeks of consultation in an OCS jurisdiction other than their domiciliary jurisdiction. All Peer Consultants will receive training, mentoring, and support to further develop their expertise in the practice of child welfare and leadership within the agency. Participation in this program will support increased understanding of peer review activity and its evaluation process. It is envisioned that once OCS has established internal capacity to implement PPS 2010, this program will become an ongoing quality assurance tool.

Updates to the FATS system will continue to occur to include creating the ability for workers to input case narrative information into the system while they are in the field and the information is still fresh in their minds.

**Outcome measurements:** Percentage of children opened in Family Services during the reporting period who did not have a valid CPI and did not come into foster care (while FS case open or within 6 months of closure date); Instanter order contains judicial determinations (reasonable efforts to prevent removal occurred or child remaining in the home is contrary to welfare of child); Completion of risk assessment in FS cases (as of current date); The percent of Intensive Home Based Services (IHBS) cases referred for prevention purposes successfully remained in the home within 6 months of case closure.

**Baseline Data:** Refer to Chart 12 for Percentage of children opened in Family Services during the reporting period who did not have a valid CPI and did not come into foster care (while FS case open or within 6 months of closure date).

**Chart 13**

Report Date	Of FS Cases Open, what percentage have at least 1 SDM Risk Assessment in the SDM System
<b>Baseline:</b> 05/28/2009	74.15%

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	<p><b>Note:</b> As of October, 2009, completion of the SDM is required during all investigations to determine risk level of the child. The SDM must be completed in order to close the ACCESS (SACWIS) investigation. Therefore, 100% of all cases which are referred to FS by CPI will have at least 1 SDM risk assessment completed. Due to this change, the agency will no longer track this data in the APSR.</p>
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**Data Sources:** IHBS database, QA-1, SDM system; Webfocus- DSS Performance Measures: Report- Family Services Safety and Permanence

**Chart 14**

Reasonable Efforts to Prevent Removal		
Reasonable Efforts FC QA-1 Data	Does Instant order contain judicial determination?	# Applicable Cases
FFY	% "Yes"	
<b>Baseline:</b> 2007-2008	97.5%	2256
2008-2009	98.0%	2179
2009-2010		
2010-2011		
2011-2012		
2012-2013		

**Chart 15**

Intensive Home Based Services (IHBS) cases referred for prevention purposes successfully remained in the home within 6 months of case closure.	
FFY	Percent
<b>Baseline:</b> 2007-2008	98.4%
2008-2009	82.9%
2009-2010	
2010-2011	
2011-2012	
2012-2013	

**GOAL 4:** Children are safe while in foster care and upon return home.

**Objective 4.1:** Children are protected from abuse and neglect while in foster care.

**Strategy 1:** Notify relatives within 30 days of foster care entry to support family and child through relative placement when possible. (Completion Date: 2010) Lead(s):  
 Toni Buxton

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**Strategy 2:** Establish Kinship Guardianship with subsidized assistance for Kinship foster parents as a permanency option. (Completion Date: 2011) Lead(s): Toni Buxton

**Strategy 3:** Increase caseworker visits in the residence of the child. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 4:** Improve planning and preparation for emergencies and disasters through crisis education (Completion Date: June 2011) Lead(s): Toni Buxton and Karla Venkataraman

**Strategy 5:** Adopt consistent, evidence-based process for child specific needs assessment. (Completion Date: June 2011) Lead(s): Joe Bruno

**Strategy 6:** Increase available homes for children with specialized medical and psychiatric needs through planning with Home Development. (Completion Date: June 2011) Lead(s): Toni Buxton and Karla Venkataraman

**Strategy 7:** Provide Child Care Assistance for family based foster parents to provide support and promote placement stability. (Completion Date: June 2011) Lead(s): Toni Buxton and Karla Venkataraman

**Strategy 8:** Review cases involving fatalities or near fatalities in foster care for staff remediation, support and skill development. (Completion Date: June 2011) Lead(s): Joe Bruno and Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** Policy has been developed, circulated and implemented requiring foster care workers to notify relatives within 30 days of a child entering foster care so that the family and child can be supported through relative placement when possible. A contract with a web-based locator service has been developed to assist with location of relatives.

**Strategy 2:** A Notice of Intent has been published; policy has been developed, circulated and implemented to establish Kinship Guardianship with subsidized assistance for kinship foster parents as a permanency option. The program began April 1, 2010. OCS also participated in a research study sponsored by the Child Welfare League of America and Casey Family Programs in October 2009 that including educating staff and relative caregivers on more effective collaboration.

**Strategy 3:** Of the children in foster care who were visited by their worker each and every month, the percentage of those who were visited in their residence increased from 87% to 98% between FFY 2008 and FFY 2009, and the percentage of children in foster care who were visited by their worker each and every month increased from 61% to 80% during the same period.

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**Strategy 4:** Improvement in planning and preparation for emergencies and disasters through crisis education was accomplished through activities related to disseminating and obtaining information related to H1N1 and through preparations made for the possibility of an influx of Haitian children following the earthquake in Haiti in addition to normal Louisiana hurricane preparedness activities. Additionally, policy has been developed to require CPR training for certified foster parents, and a pamphlet is being developed for non-certified caregivers regarding CPI training.

**Strategy 5:** OCS administered the Cuyahoga Placement Level of Care Instrument to approximately 700 children in specialized placement to determine the appropriateness of placement in fulfilling their therapeutic and basic care needs in residential placement.

**Strategy 6:** The effort to develop more homes for children with specialized medical and psychiatric needs is ongoing. Contracting with LA Mentor Homes, a private child-placing agency has increased available homes for children with special needs, but capacity remains below optimal levels.

**Strategy 7:** Child Care Assistance has continued to be available for foster parents to support and promote placement stability.

**Strategy 8:** OCS established a Case Crisis Review managed at the state office level in June 2009. The process was suspended in February 2010 due to budget limitations. Regions maintain the responsibility for internal review notifying state office of fatality or near fatality situations.

**Activities Planned for the FFY 2010-2011:** Relatives will be notified of children entering foster care within 30 days. The Kinship Guardianship Program will continue to provide monetary services to families. Efforts to assure at least monthly caseworker visits will continue with an emphasis on visits being held in the residence of the child. OCS emergency and disaster planning is ongoing. Efforts will continue to increase the availability of specialized foster homes for children with medical and psychiatric needs. Child Care Assistance will continue to be provided to foster parents providing care for foster children. Fatality or near fatality cases will continue to be reviewed at the state office level, with on-site reviews being conducted when necessary.

**Measurement:** Number and percentage of children without valid reports of abuse or neglect in foster care is equal to or higher than federal standard of 99.68%.

**Chart 16**

Absence of Child Abuse/Neglect in Foster Care (12 Months)			
	# Met Standard	# Not Met Standard	% Met Standard
<b>Baseline:</b>			
FFY 2008	8237	92*	98.90
FFY 2009	8166	92	98.89

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FFY 2010			
FFY 2011			
FFY 2012			
FFY 2013			

\*Baseline data has been corrected.

**Objective 4.2:** Incidents of maltreatment will be reduced among children who have returned home from foster care.

**Strategy 1:** Notify relatives within 30 days of a child’s entry into foster care so that they can support the case goal and support family after the child has returned home. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Strategy 2:** Develop a sustainable service network for identification and location of relatives and other connections to be a support system for families when children/youth return home from foster care. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Strategy 3:** Provide parent education, facilitated visits and visit coaching to aid in productive, positive family interaction and support reunification efforts. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Strategy 4:** Establish consistent programmatic protocols for services to families where the risk to a child is generated through substance exposure of a newborn. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Strategy 5:** Develop policy and provide staff education to require a phone call to the last known phone number of a family within the first three months of transfer of custody of the child back to the family. (Completion Date: 2010 and ongoing) Lead(s): Toni Buxton

**Strategy 6:** Improve policy and provide staff education concerning (1) information provided to the family upon transfer of custody back to the family, including contact information on service providers utilized in serving the family during agency involvement and other known community resources which can serve the needs of the family based on the safety and risk factors that brought the child into state custody; and (2) adequate documentation to demonstrate adequate aftercare planning. (Completion Date: 2010 and ongoing) Lead(s): Toni Buxton

**Strategy 7:** Review cases involving near fatalities or fatalities of children that occur within a brief period of return home from foster care for staff remediation, support and skill development. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** Policy has been developed and training has been provided on the importance of notification of relatives within 30 days of a child entering foster care.

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**Strategy 2:** OCS continues to use the Connections for Permanency strategy to locate family members and other adults as permanent connections for children and youth in foster care. A contract has been developed with CLEAR (see page 27) to assist in the location of relatives who are difficult to find.

**Strategy 3:** OCS continues to provide parent education and Visit Coaching through Family Resource Centers in each region.

**Strategy 4:** Foster Care policy has been developed to set forth clear and consistent protocols for services to families in which risk to the child results from substance exposure of a newborn.

**Strategy 5:** OCS continues efforts to develop policy and provide staff education to require a phone call to the last known phone number of a family within the first three months of transfer of custody of the child back to the family.

**Strategy 6:** Video conference training was provided to staff regarding the importance of discharge planning. Development of policy to require a written discharge sheet for each family upon transfer of custody back to the family is underway.

**Strategy 7:** Cases involving near fatalities or fatalities of children that occur within a brief period of return home from foster care are reviewed for staff remediation, support and skill development.

**Activities Planned for the FFY 2010-2011:** Notification of relatives within 30 days of a child entering care will be monitored; supports such as Connections for Permanency and CLEAR will be provided to assist staff in locating relatives so that they can be notified of a child's entering care; visit coaching and parent education will continue to be provided through regional Family Resource Centers; staff education will continue regarding substance exposure of infants; policy development will be completed regarding contacting families within three months of transfer of custody of a child back to the family and development of a written discharge sheet for each family; cases involving fatalities or near fatalities will continue to be reviewed so that appropriate staff remediation, support and skill development can be provided.

**Outcome Measurements:** The number of valid reports of maltreatment within six months after a child's return home from foster care will decrease annually to 2.0%.

**Data Source:** TIPS

**Chart 17**

Foster Care Re-entries within 12 Months of Discharge			
Report Date	# FC Discharged	# Re-entries within 12 months of discharge	%of Re-entries within 12 months

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<b>Baseline:</b> FFY 2008	2506 (FFY 2007)	191	7.62
FFY 2009	2495 (FFY 2008)	155	6.21
FFY 2010			
FFY 2011			
FFY 2012			
FFY 2013			

Change: In the Child and Family Services Plan, valid abuse or neglect within 6 months after discharge from foster care was measured. Upon further analysis, the decision was made that foster care re-entries within 12 months of discharge would provide more meaningful data.

**PERMANENCY**

**GOAL 5:** Children have permanency and stability in their living situations.

**Objective 5.1:** Children experience stable foster care placements.

**Strategy 1:** Increase caseworker contact with children within the placement setting. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 2:** Adopt a consistent, evidence-based process for child specific needs assessment. (Completion Date: 2009 and ongoing) Lead(s): Joe Bruno

**Strategy 3:** Usage of IHBS, MST, Infant Team, and OAD services as well as the ISC and STORRC processes to assess therapeutic, developmental, substance abuse and other specialized needs impacting placement stability. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The percentage of children who were visited by their worker each and every month has increased to 80% and the percentage of those visits that took place in the child's residence has increased to 98%. A consistent, evidence-based process was identified, and the instrument was administered to approximately 700 children. OCS continued to use IHBS, MST, Infant Team, and OAD services as well as the ISC and STORRC processes to assess therapeutic, developmental, substance abuse and other specialized needs impacting placement stability.

The percentage of children who met the federal standard for two or fewer placements increased slightly for those in care fewer than 12 months and those in care for 24 months or longer, but decreased slightly for those in care more than 12 months but less than 24 months.

**Activities Planned for the FFY 2010-2011:** Efforts will continue to increase caseworker contact with children within the placement setting and to improve the quality of worker visits through continued staff education. The Cuyahoga Instrument will continue to be used to determine placement needs of children, and services such as IHBS, MST, Infant Team, OAD services as well as the ISC and STORCC processes will continue.

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**Measurements:** Meet or exceed federal standard for two or fewer placements in less than 12 months (86.0% or more), 12 to 24 months (65.4% or more), and more than 24 months (41.8%)

**Chart 18**

Two or Fewer Placements for Children in Care Less than 12 Months			
	# Met Standard	# Not Met Standard	% Met Standard
<b>Baseline:</b>			
FFY 2008	2893	622	82.30%
FFY 2009	2827	599	82.57%
FFY 2010			
FFY 2011			
FFY 2012			
FFY 2013			

**Chart 19**

Two or Fewer Placements for Children in Care More than 12 Months and Less than 24 Months			
	# Met Standard	# Not Met Standard	% Met Standard
<b>Baseline:</b>			
FFY 2008	1268*	741	63.12%*
FFY 2009	1176	707	62.54%
FFY 2010			
FFY 2011			
FFY 2012			
FFY 2013			

\*Baseline data corrected.

**Chart 20**

Two or Fewer Placements for Children in Care 24 Months or More			
	# Met Standard	# Not Met Standard	% Met Standard
<b>Baseline:</b>			
FFY 2008	882	1473	37.45%
FFY 2009	857	1390	38.14%
FFY 2010			
FFY 2011			
FFY 2012			
FFY 2013			

**Objective 5.2:** Children achieve permanency in a timely manner.

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**Strategy 1:** Request that Court Improvement Project review timeliness of appeals process related to Termination of Parental Rights proceedings and consider revision of the law to expedite the appeals process. (Completion Date: 2010 and ongoing)  
 Lead(s): Toni Buxton

**Strategy 2:** Use of IHBS, MST, Infant Team, and OAD services as well as the ISC and STORRC processes to assess therapeutic, developmental, substance abuse and other specialized needs impacting reunification. (Completion Date: Ongoing)  
 Lead(s): Toni Buxton

**Strategy 3:** Accurately and frequently assess risk, safety and protective capacity of the family and provide services that target changing parental behaviors that threaten the safety of the child. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The Court Improvement Project has reviewed the timeliness of the appeals process related to Termination of Parental Rights proceedings, and has developed a standardized and consistent method of appointing attorneys for children and parents for Child in Need of Care proceedings, which is expected to reduce delays. OCS has continued to use therapeutic interventions such as IHBS, MST, Infant Team, and OAD services and processes such as ISC and STORRC to address specialized needs impacting reunification. The SDM instrument and safety plan are reviewed upon entry into foster care and at specified periods while each child remains in foster care. These efforts have resulted in increases (as noted in the charts below) in the percentage of children who met federal standards with regard to exits to Reunification in less than 12 months, achievement of legal freedom within six months for children in care 17 months, and in emancipation after having been in foster care for three years or more.

**Activities Planned for the FFY 2010-2011:** OCS will continue to work with the Court Improvement Project to monitor the timeliness of the appeals process related to Termination of Parental rights, to use appropriate interventions to overcome barriers to reunification or other permanency options, and to assess safety and risk for children in foster care.

**Measurements:** Percent of exits to Reunification in less than 12 months increased to 65% or higher and median of months in care reduced to 7 months or less; percent of children in care more than 17 months being legally freed within 6 months is reduced to 14%; percentage of children emancipated who were in foster care 3 years or longer is reduced to 50%.

**Data Source:** WebFocus

**Chart 21**

Exits to Reunification in Less Than 12 Months					
	# Met Standard	# Not Met Std.	Total Children	% Met Standard	Median Months
<b>Baseline:</b> FFY 2008	1399	810	2209	63.33%	9.99

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FFY 2009	1383	778	2161	64.0%	9.24
FFY 2010					
FFY 2011					
FFY 2012					
FFY 2013					

**Chart 22**

Children in Care 17 + Months Achieving Legal Freedom Within 6 Months				
	# Met Standard	# Not Met Standard	Total Children	% Met Standard
<b>Baseline:</b>				
FFY 2008	140	854	994	14.08%
FFY 2009	170	833	1003	16.95%
FFY 2010				
FFY 2011				
FFY 2012				
FFY 2013				

**Chart 23**

Children Emancipated Who Were in Foster Care 3 Years or More				
	# Met Standard	# Not Met Std	Total Children	% Met Standard
<b>Baseline:</b>				
FFY 2008	156	120	276	56.52%
FFY 2009	174	117	291	59.79%
FFY 2010				
FFY 2011				
FFY 2012				
FFY 2013				

**Objective 5.3:** The number of finalized adoptions will increase by 10% (50 adoptions per year) over the average of the previous five years.

**Strategy 1:** Child specific recruitment activities will be conducted in conjunction with the Home Development Section. (Completion Date: 2014) Lead(s): Bruce Daniels & Karla Venkataraman

**Strategy 2:** Develop and provide LARE/photo listing training of adoption staff and selected foster care staff (Completion Date for development: 2011; Completion Date for training: 2014) Lead: Bruce Daniels

**Strategy 3:** Complete Adoption Certification program for of all Adoption Staff (Completion Date: 2011) Lead(s): Bruce Daniels & Gary Mallon

**Strategy 4:** Feature children available for adoption on DSS website in conjunction with Home Development Section (Completion Date: 2014) Lead(s) Bruce Daniels & Karla Venkataraman

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**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

The average number of adoptions per year for the period of July 2004 through September 2008 was 500. The goal of increasing that number by 10% (or 50 adoptions per year) was exceeded. The number of finalized adoptions increased by 16.4%, with 582 finalized adoptions in FFY 2008-2009. Additionally, progress was made on each of the strategies for this objective as noted below:

**Strategy 1:** Regional Adoption Staff and recruitment staff worked together to assure permanency for children freed for adoption in safe and stable families. The regional recruiter serves as the lead on recruitment efforts for children assigned to their caseloads that are freed for adoption without an identified placement. Recruitment activity includes child visits (preferably including the child's adoption or foster care worker during the initial visit) to explore placement needs. Photos are taken and fliers are created for submission to the DSS website, use at community events, orientations, media events, and in-house home exploration through the Home Development Unit. A Child Specific Recruitment Plan is completed on each child assigned to the recruiter. The recruiter is involved with families who have expressed an interest in children in their child-specific caseload. The recruiter serves as a support to the family throughout the certification process through phone calls, e-mails, home visits and office visits. The adoption or foster care worker invites the recruiter to attend family team conferences, administrative reviews and staffings so that the recruiter has a better understanding of the child's wishes and is provided feedback from staff, supervisors, therapists, and administrators. The recruiters attend these meetings as their schedules permit.

**Strategy 2:** Development of LARE/photo listing training for adoption staff and selected foster care staff has begun through collecting information on topics for use in future training curriculum development and/or policy issuance.

**Strategy 3:** Under the guidance and leadership of Dr. Gerald P. Mallon, DSW, Professor and Executive Director for the National Resource Center for Family-Centered Practice and Permanency Planning at Hunter College School of Social Work, the Adoption Certification training curriculum has been expanded to better meet field staff's training needs. The certificate program now is available to OCS staff members who do not possess an MSW or other advanced degree. Basic criteria are: minimum of five years employment with OCS; agreement to continue working at OCS for one year after receiving the certificate and, a strong desire to pursue the certificate and commitment to attending all sessions. Participating staff are required to sign a contract with OCS regarding their commitment to complete the program to take full advantage of the registration fees paid by OCS. Approximately 33 Office of Community Services Staff attended the Certificate Program. One and a half day training sessions were held in Baton Rouge once a month from October through June. Topics addressed included changing trends in foster care and adoption practice; core clinical issues in adoption and foster care family systems; pre- and post- adoption issues for birthparents, adoptive parents, and families; assessing, intervening and creating a treatment plan; attachment and bonding; impact of abuse and neglect on

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child development, promoting sexual development after abuse and neglect; child centered and sensitive treatment in adoption, clinical practice with diverse children, youth and families; search and reunion issues for adoption triad members; and, clinical practice/therapeutic strategies with adoptive triad members. Evaluations were conducted and staff feedback was very positive.

**Strategy 4:** Children available for adoption with no identified adoptive family are now featured on the Department of Social Services website (<http://www.dss.louisiana.gov>). The “Adopt a Child” link on the home page provides pictures and biographical information concerning available children. Interested persons can also access information about becoming a foster or adoptive parent by using the DSS home page link to the Office of Community Services.

**Activities Planned for the FFY 2010-2011:**

**Strategy 1:** Collaboration between the Adoption and Home Development Sections will continue to assure that recruitment efforts are made on behalf of children waiting for families as expeditiously as possible.

**Strategy 2:** Training curriculum will be developed for LARE/photo listing training for adoption staff and selected foster care staff and a decision will be made on training modality.

**Strategy 3:** The Certificate program will continue to provide training to support skill and knowledge development of OCS staff working with families and children. Regional Administrators will be contacted to identify trainees to participate in additional Certificate programs, and consideration will be given to funding a limited number of “slots” in the Certificate Program for practitioners who provide counseling to families who have adopted to provide them with skill development and refinement.

**Strategy 4:** Children available for adoption will continue to be featured on the DSS website.

**Outcome Measurements:** The agency will continue to measure the number of finalized adoptions each year. Baseline data is the average number of finalized adoptions per year based on the 2005-2009 Child and Family Services Plan Final Report. An average baseline data was selected because of the normal annual fluctuations in the number of finalized adoptions.

**Data Source:** TIPS

**Chart 24**

<b>FFY</b>	<b>Number of Finalized Adoptions</b>
<b>Baseline*</b>	500
2008-2009	582
2009-2010	

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2010-2011	
2011-2012	
2012-2013	

\*Note: Baseline represents average Number of Finalized Adoptions per Year from 07/04 through 9/08

**Update on Progress/Specific Accomplishments: 2009-2010:** The number of months in foster care was reduced from 35.98 months in FFY 2007-2008 to 33.67 months in FFY 2008-2009) as noted in Chart 25 below. Progress was made on each strategy planned to achieve this objective.

**Strategy 1:** The State Level Adoption Subsidy Program Specialist has addressed questions as needed and a record is being kept of the topics for use in training curriculum development and/or policy issuance.

**Strategy 2:** Analysis of barriers to finalization has begun. A backlog of Termination of Parental Rights petitions to be filed has been identified as a significant barrier. This barrier was also noted during the 2010 CFSR on-site review.

**Strategy 3:** Child specific recruitment activities are conducted in collaboration with the Home Development Section as detailed in Objective 5.3, Strategy 1.

**Activities Planned: FFY 2010-2011:**

**Strategy 1:** OCS plans to use the Keeping in Touch (KIT) conference venue to provide Adoption Subsidy training. KIT video conferences were developed in 2003 as part of an ongoing effort to provide support to staff and as a method of information exchange between State Office and field staff. KIT conferences provide an opportunity to address programmatic and practice issues, discuss new policies, projects or initiatives, and share ideas and/or concerns while promoting direct input and discussion. Webinar technology is new to the organization and is also being considered as a possible venue for this training.

**Strategy 2:** Adoption Incentive Award funds are being used, in part, to hire additional full and part time attorneys to assure that petitions for Termination of Parental Rights are filed timely.

**Strategy 3:** Collaborative efforts of Adoption Program staff and Home Development staff will continue in the interest of locating adoptive resources to meet the special needs of specific children.

**Outcome Measurements:** The agency will monitor the time period from the date the child entered foster care until the date the adoption is finalized, or the "Average Length of Time in Care".

**Data Source:** TIPS

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**Chart 25**

FFY	Average Length of Time in Care
<b>Baseline</b> FFY 2007-2008	35.98 months
2008-2009	33.67 months
2009-2010	
2010-2011	
2011-2012	
2012-2013	

**Objective 5.5:** Increase public awareness of the need of adoptive homes for children in foster care (see Promoting Safe and Stable Families Act on page 70 for details).

**Strategy 1:** Obtain media focus for Annual Adoption Celebration at Governor's Mansion. (Years 1-5) Lead: Section Administrator/Adoption Section

**Strategy 2:** Develop and implement worker recognition program to recognize outstanding contributions made by adoption staff towards achieving permanency through adoption for available children. (Develop in Year 1; Implement in Years 2-5) Lead: Section Administrator/Adoption Section

**Strategy 3:** Promote Voluntary Registry awareness and usage with private child placing adoption agencies statewide. (Years 1-5) Lead: Section Administrator/Adoption Section

**Strategy 4:** Explore featuring our available children in community resource publications statewide such as the CASA and foster parent newsletter. Along with Home Development staff, explore other possible resources and avenues for featuring our available children. (Explore resources and develop strategies in Year 1; Implement in Years 2-5) Lead: Section Administrator/Adoption Section

**Strategy 5:** Develop and provide subsidy pamphlets/fliers to private adoption agencies annually and, in collaboration with Home Development staff, distribute at statewide conferences. (Develop pamphlet/fliers in Year 1; Distribution in Years 2-5) Lead: Section Administrator/Adoption Section

**Change:** Strategies 5.1 through 5.3 have been added as a result of needed changes in the subsidy pamphlet.

**Strategy 5.1:** Revise subsidy pamphlets (Years 1 and 2) Lead: Section Administrator/Adoption Section

**Strategy 5.2:** Distribute subsidy pamphlets to private and public adoption agencies (Years 2-5) Lead: Section Administrator/Adoption Section

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**Strategy 5.3:** Collaborate with Home Development to distribute subsidy pamphlets at statewide conferences. (Years 2-5) Lead: Section Administrator/Adoption Section

**Update on Progress/Specific Accomplishments: 2009-2010:**

**Strategy 1:** The Annual Adoption Celebration at the Governor's Mansion was held in November 2009 to honor families who adopted children from Louisiana foster care in Federal Fiscal Year 2009-2010 with a reception in their honor. Approximately 300 adoptive family members and staff attended the event which was filmed and distributed for repeated statewide broadcast on Louisiana's Hometown Network affiliate television stations. The event was also covered by the Baton Rouge *Advocate* newspaper, Baton Rouge television channel 2, WBRZ, and featured at Healing Place Church in Baton Rouge. In conjunction with the celebration, press and media releases were coordinated with the signing of the Governor's proclamation of November as Adoption Awareness month. Regional offices statewide planned activities for adoptive families and initiated media coverage for these events. All of these activities increased public awareness of the need for permanent adoptive homes for Louisiana's foster children.

**Strategy 2:** State office Adoption Section staff began development of criteria for an award to recognize a worker who has made outstanding contributions toward achieving permanency through adoption for available children.

**Strategy 3:** Voluntary Registry awareness and usage by private child placing adoption agencies statewide was promoted by notifying private adoption agencies of changes that occurred in the Registry law through updating the online brochure and sending the new brochure to private child placing agencies. An annual update of the Registry services was provided to the public library in Baton Rouge which maintains a list of such services. The Registry Program Manager did a presentation on the Registry on September 12, 2009 at an all day workshop on finding family members. Registry brochures have been routinely distributed at professional conferences such as the National Association of Social Workers, relevant meetings with outside providers and recruitment functions.

**Strategy 4:** Statewide awareness of available children and adoption issues was achieved, but the mechanism was different from what was originally envisioned. Dr. Gerald P. Mallon, DSW, Professor and Executive Director of the National Resource Center for Family-Centered Practice and Permanency Planning at Hunter College School of Social Work provided a keynote address to a group of approximately 250 foster families, adoptive families, and OCS staff at the annual Louisiana Foster and Adoptive Parents State Conference held January 31 through February 1, 2009. The conference presentation focused on Dr. Mallon's topic of "Unpacking the No" in addressing the hesitancy of children and youth to the idea and option of adoption. Addressing such topics of concurrent planning, prompts to engage children and youth in custody in considering affirmatively adoption, and ways to discuss adoption as the

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best permanency option for children and youth who may be hesitant was the focus of Dr. Mallon's address.

**Activities Planned: FFY 2010-2011 (October 1, 2010-September 30, 2011):**

**Strategy 1:** The adoption celebrations at the Governor's mansion and in the regions will occur during November. Events will be publicized to increase public awareness of the need for adoptive families for children in foster care.

**Strategy 2:** Efforts will continue to develop criteria and then identify resources to recognize outstanding contributions by adoption staff towards achieving permanency for children through adoption in years 2 and 3 of the current CFSP. The timeframe for implementing this strategy has been delayed to years 4 and 5 of the CFSP.

**Strategy 3:** It is anticipated that the list of persons eligible to use the Voluntary Registry will be expanded during the 2010 legislative session. If this occurs, the brochure will be updated to reflect current law. It will be made available online and distributed by mail to private child placing agencies with a cover letter explaining the changes. The annual notification to the public library regarding Registry services will continue, and presentations to public and/or professional organizations will be made as requested. OCS will continue to distribute registry pamphlets at conferences, relevant meetings and recruitment events.

**Strategy 4:** The Adoptions Section Staff will work collaboratively with Court Appointed Special Advocates (CASA) to include pictures of children in need of adoptive homes and biographical information about the children in CASA newsletters statewide.

**Measurement:** Increasing adoption awareness is difficult to measure, but research indicates that the more often prospective foster and adoptive families hear or receive information as to the need for them to step forward to foster and adopt, the more likely they are to take that first step of calling to express their interest in becoming a certified family. An inference of that research finding could be that the increase in the number of finalized adoptions and decrease in the average number of months in foster care occurred as a result efforts to increase adoption awareness.

**Change: Objective 5.6 was added.**

**Objective 5.6:** Promote stability of adoptive families by increasing their awareness of available services.

**Strategy 1:** Collaborate with Family Services Section staff, the network of Regional Family Resource Centers and the Foster/Adoptive Parent Association to develop methods of informing post-adoptive families of services available through Regional Family Resource Centers. (Year 2) Lead: Section Administrator/Adoption Section.

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**Strategy 2:** Publicize availability of regional family resource center services to post-adoptive families. (Year 3) Lead: Section Administrator/Adoption Section.

**Strategy 3:** Develop means to measure post-adoptive family use of regional family resource centers. (Year 3) Lead: Section Administrator/Adoption Section.

**Strategy 4:** Develop baseline data on the number of post-adoptive families who use the services of regional family resource centers. (Year 4) Lead: Section Administrator/Adoption Section

**Measurement:** The number of post-adoptive families who use services provided by regional family resource centers. Baseline information on the number of post-adoptive families who use regional family resource centers will be established in FFY 2012-2013.

**GOAL 6:** The continuity of family relationships and connections is preserved for children.

**Objective 6.1:** Siblings are placed together unless contrary to the best interest of the children.

**Strategy 1:** Develop and implement mechanism for tracking siblings being placed together or separately; develop and disseminate policy regarding tracking mechanism; establish baseline. (Completion Date: 2010 and ongoing) Lead(s): Toni Buxton

**Strategy 1:** Review policy, revise as necessary, and educate staff regarding the importance of sibling connections for joint placement when in the best interests of the children. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 2:** Develop Kinship Guardianship as a permanency option to provide subsidy so that relative foster parents to accept guardianship of all siblings in placement together. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** OCS policy has been revised to place more focus on the importance of placing siblings together, and staff have been educated through video and live trainings concerning the importance of placing siblings together when it is in the best interest of the children involved. Kinship Guardianship has been developed as a permanency option that will enhance the financial ability of relative caregivers to provide homes for sibling groups. Efforts to develop a tracking mechanism for siblings placed together are ongoing; therefore, no policy or training have been developed or disseminated on this subject.

**Activities Planned for the FFY 2010-2011:** Staff will continue to be educated on the importance of placing siblings together. Kinship guardianship will continue to be a permanency option that may enhance siblings being placed together. Work will continue on development of a tracking mechanism for sibling placement. Upon completion of the tracking mechanism, agency policy will be developed and training will occur on tracking sibling placement.

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**Chart 26**

Siblings Placed Together			
FFY	# Children with Sibling in Foster Care	# Placed with at Least One Sibling	% Siblings Placed Together
FFY 2009			
<b>Establish Baseline:</b> FFY 2010			
FFY 2011			
FFY 2012			
FFY 2013			

**Objective 6.2:** Children in foster care visit with their parents and siblings with a frequency and quality that promotes relationship continuity.

**Strategy 1:** Use Family Resource Centers for parenting education, facilitated visits, and visit coaching to aid in productive family interaction. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 2:** Support staff in using the SDM risk assessment, Assessment of Family Functioning and Case Planning tools to assess risk factors in families accurately, identify protective capacities and plan for parent/child and sibling visitation based on the assessed needs of the family. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Family Resource Centers have continued to be used for parenting education, facilitated visits and visit coaching to aid in productive family interaction. Staff has continued to receive support in the use of the SDM risk assessment and the Assessment of Family Functioning and Case Planning tools to assess risk factors through Peer-to-Peer support contracted through CRC. This support is focused on clinical supervision to staff and is multi-phased including a review of case records followed by interaction with workers and supervisors. The goal of this support is to assist workers in appropriately identifying risk factors and protective capabilities to plan for visitation based on the assessed needs of the family.

**Activities Planned for the FFY 2010-2011:** Each of the activities noted above will continue.

**Measurement:** Increase percentage of cases with a strength rating on Peer Case Review Item 13, "Visiting with Parents and Siblings in Foster Care" to 90%.

**Chart 27**

Percentage of Cases with Strength Rating on Child Visiting with Parents and Siblings in Foster Care					
Baseline: FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013

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86%	88%				
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**WELL-BEING**

**GOAL 7:** Children receive appropriate services to meet their educational needs.

**Objective 7.1:** Improve educational outcomes for children in foster care.

**Strategy 1:** Expand data sharing with Department of Education to include grade placement by age for all school aged children in foster care and in the general population and fourth grade high stakes testing scores for children in foster care and in the general population. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 2:** Collaborate with the Department of Education to support and coordinate activities between regional and parish OCS offices and local school systems to improve educational outcomes for children in Foster Care. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Strategy 3:** Participate on the Louisiana State Interagency Coordinating Council (SICC) and the Special Education Advisory Council, LA State Board of Elementary and Secondary Education to develop statewide initiatives to address developmental and educational needs of children in Louisiana. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 4:** Educate staff regarding agency expectation and federal requirement that children in foster care attend school full time. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** OCS and the Department of Education have each contracted with the Picard Foundation at the University of Louisiana at Lafayette. Each agency provides its data to the Picard Foundation. Subsequently, the Picard Foundation will match the data and provide cumulative information on educational outcomes of children in foster care to both agencies. The first data report is expected in July 2010.

**Strategy 2:** The importance of local collaboration is increased in Louisiana because of the autonomy of local school districts. Thus, OCS at the state level continues to collaborate with the Department of Education to support and coordinate activities between regional and parish OCS offices and local school systems to improve educational outcomes for children in Foster Care. Parish and regional OCS staff have been encouraged to continue their collaborative efforts with local school districts through video conference training, live training, and discussions at Regional Administrators meetings. During regional trainings on the Fostering Connections to Success Act, representatives of the Department of Education participated in conducting the training, and representatives of local school districts attended the training.

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**Strategy 3:** OCS state office foster care staff participate on the Louisiana State Interagency Coordinating Council (SICC) and the Special Education Advisory Council, LA State Board of Elementary and Secondary Education to develop statewide initiatives to address developmental and educational needs of children in Louisiana.

**Strategy 4:** Agency policy has been developed regarding the requirement that children in foster care attend school full time, and staff have been trained on this policy through video conferences and the live regional training provided jointly by OCS, CASA and the Court Improvement Project.

**Activities Planned for FFY 2010-2011:** OCS will continue to use the Picard Center to facilitate data sharing with the Department of Education in order to be informed of the educational progress of children in foster care. Collaboration with the Department of Education at the state level and local educational authorities at the parish and regional levels will continue. OCS staff will continue to participate in the SICC and the Special Education Advisory Council, and staff education will continue on the OCS expectation and federal requirement that children in foster care attend school full time.

**Change:** OCS has not yet received the data necessary to complete Charts 28 through 31. However, the contractual arrangement with the Picard Foundation will result in the ability to provide this information in the 2011 APSR.

**Measurement 1:** The percentage of youth in foster care performing in the top three levels on the LEAP high stakes eighth grade testing will increase by 1% per school year. Baseline is 2005-2006 School Year (SY).

**Chart 28**

<b>Percentage of Youth In Foster Care in the Top Three LEAP Scoring Groups in English Testing</b>					
<b>Baseline: 2005-2006 SY</b>	2006-2007 SY	2007-2008 SY	2008-2009 SY	2009-2010 SY	2010-2011 SY
37.0%					

**Chart 29**

<b>Percentage of Youth In Foster Care in the Top Three LEAP Scoring Groups in Mathematics Testing</b>					
<b>Baseline: 2005-2006 SY</b>	2006-2007 SY	2007-2008 SY	2008-2009 SY	2009-2010 SY	2010-2011 SY
34.3 %					

**Measurement 2:** Increase high school graduation rates for youth in foster care by 1% per year using cohort and graduating class calculations. The overall Louisiana high school graduation rate for the cohort entering 9<sup>th</sup> grade for the first time in the 2002-2003 school year and graduating at the end of the 2005-2006 school year was 64.8% as compared with a

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graduation rate of the same cohort in foster care of 44.2%. There were only 43 youth in foster care in this cohort, so the percentage of youth (n=377) placed in the 12<sup>th</sup> grade in the 2005-2006 school year was also calculated with a resulting graduation rate of 42%. Of the 43 youth in foster care in the 2002-2003 cohort, in addition to the 19 (44.2%) who had graduated, 10 (23.3%) were still in school and 14 (32.6%) had dropped out.

**Chart 30**

<b>High School Graduation Rate for Youth in Foster Care (Cohort)</b>					
<b>Baseline:</b> 2005-2006 SY	2006-2007 SY	2007-2008 SY	2008-2009 SY	2009-2010 SY	2010-2011 SY
44.2%					

**Chart 31**

<b>High School Graduation Rate for Youth in Foster Care (Placed in 12<sup>th</sup> Grade at Beginning of School Year)</b>					
<b>Baseline:</b> 2005-2006 SY	2006-2007 SY	2007-2008 SY	2008-2009 SY	2009-2010 SY	2010-2011 SY
42%					

**Objective 7.2:** Establish stable educational settings for children wherein the educational providers can develop familiarity with the child and provide educational services based complete educational records.

**Strategy 1:** Promote state legislation to support children remaining in the same school district when they enter foster care. (Completion Date: 2009) Lead(s): Toni Buxton

**Strategy 2:** Develop transportation protocol to support children remaining in the same school when they enter foster care. (Completion Date: 2010 and ongoing) Lead(s): Toni Buxton

**Strategy 3:** Coordinated interagency efforts to develop placement resources for children within areas of highest foster care entry. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton and Karl Venkataraman

**Strategy 4:** Develop tracking mechanism for school changes upon entry into foster care. (Completion Date: 2010) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** Legislation was passed in the 2009 session of the Louisiana Legislature to allow children to remain in their original school districts when they enter foster care and/or change placements while in foster care.

**Strategy 2:** The transportation protocol which has been developed as a result of this legislation is that the child's placement resource (foster parent or residential provider) will

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take the child to a designated location within the school district, and OCS will reimburse transportation costs. The local school district will provide bus transportation for the child from the designated location to the school.

**Strategy 3:** OCS Regional recruiters analyze data regarding areas where large number of children enter foster care and make diligent recruitment efforts in those areas to assure that children are placed within their school districts whenever possible.

**Strategy 4:** The Foster Care Quality Assurance review is being used to measure school changes at the time the child enters foster care and when a child's placement changes. The review does not distinguish between school moves at entry and at replacement.

**Chart 32**

<b>Percent of Children in Foster Care who Experienced School Changes Upon Foster Care Entry and Replacement</b>					
FFY 2008	FFY 2009 (Baseline)	FFY 2010	FFY 2011	FFY 2012	FFY 2013
	40.1%				

**Activities Planned for the FFY 2010-2011:** Strategy 1 is complete. The protocol developed in Strategy 2 will continue. Recruitment of placement resources in areas designated as having high levels of foster care entries will continue so that children can remain in their school districts. OCS will continue to explore adding an element in the FATS system that will support tracking school changes upon entry into foster care and upon replacement as distinct data elements.

**Objective 7.3:** Children and youth in foster care attend school full time.

**Strategy 1:** Educate caseworkers on the importance of children and youth attending school full time. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 2:** Educate caregivers on the importance of children and youth attending school full time. (Completion Date: Ongoing) Lead(s): Toni Buxton

**Strategy 3:** Develop mechanism for tracking full time school attendance for children and youth in foster care. (Completion Date: 2010) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

Caseworkers have been educated on the importance of children and youth attending school full time; however, caregivers have not yet received this training. The mechanism for tracking full time school attendance has not been developed.

**Activities Planned for the FFY 2010-2011:** Caseworkers will continue to be educated on the importance of children and youth attending school full time. Training will be developed and provided to caregivers to assure that they understand both the federal requirement and

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the importance for the future of the children they are caring for related to full time school attendance. Efforts to develop a tracking mechanism for full time school attendance will be pursued through the contract with the Picard Foundation or through the cumulative education record for each child in the FATS system.

**GOAL 8:** Children receive appropriate services to meet physical (including dental) and mental health needs

**Objective 8.1:** Physical and dental health needs of children are assessed upon entry into foster care and services are provided for identified needs.

**Strategy 1:** Develop electronic case records for greater efficiency in management of children's records, including physical and mental health records. (Completion Date: 2013) Lead(s): Toni Buxton

**Strategy 2:** Develop a comprehensive and collaborative Health Care Plan between OCS, DHH, and private practitioners for all children in foster care that guides medical, dental and mental health care provided to children in foster care, including medication monitoring. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton

**Strategy 3:** Work with Home Development to enhance recruitment strategies for children with specialized medical and psychiatric care needs. (Completion Date: Ongoing) Lead(s): Toni Buxton and Karla Venkataraman

**Strategy 4:** Integrate education of foster parent by physical and mental health care providers into placement preparation prior to placing children with physical or mental health care needs. (Completion Date: 2009 and ongoing) Lead(s): Toni Buxton and Karla Venkataraman

**Strategy 5:** Develop tracking mechanism. (Completion Date 2011) Lead(s) Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategies 1 and 2:** The effort to develop electronic case records is ongoing. OCS has recently conducted a review of the number of pages that will have to be scanned in active records and an approximation of the number of pages to be scanned on an ongoing basis for inclusion in a Request for Proposals for document imaging of current records. The comprehensive and collaborative Health Care Plan has been developed and the Memorandum of Understanding with the Department of Health and Hospitals has been prepared.

**Strategies 3 and 4:** Regional Home Development Recruiters have worked together with home development staff in identifying families that are willing to care for children with special needs. During orientations, regional home development recruiters have made special appeals to persons that are willing to foster/adopt children that require medical attention and adult supervision. The home development unit has provided regional home development

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recruiters with a list of all special needs certified families. This information is utilized to gain insight on the kinds of recruitment strategies that are most effective in reaching that community.

Regional Home Development Recruiters have utilized lunch room posting of information on special needs children in hospitals and community clinics. Regional Home Development Recruiters utilized members of their foster parent recruitment team to allow access into the hospitals and medical facilities that foster parents were employed in order to share information about our need for families that are willing to care for children and teens with special needs.

Regional Home Development Recruiters utilized data from Web Focus to target the areas/communities from which children in care resided prior to their entrance into foster care. During the child specific recruitment process, Regional Home Development Recruiters have explored past relationships with biological family members, members of the child's community that shared previous bonds, adult siblings, and other previous foster family placements. Regional Home Development Recruiters visited children and teens at their current placements (foster homes, and congregate care facilities) in order to glean information that was pertinent to recruitment success. Regional Home Development Recruiters assisted children and teens in creating eco-maps that listed persons in their lives that they wanted to connect or reconnect with for potential placement possibilities. This information was used in order to tailor recruitment efforts to reflect those persons and that community the child or teen identifies with. As a result, football coaches were pursued, Boy Scout leaders were pursued, and school teachers were pursued as potential placement possibilities. These resources proved to be valuable resources, as many of them assigned to become visiting resources that turned into the pursuance of foster/adoptive certification, and homes for teens and children.

**Strategy 5:** Planning for the development of a tracking mechanism has begun and is focused on using data already captured in the FATS system.

**Activities Planned for the FFY 2010-2011:**

**Strategies 1 and 2:** The RFP for data imaging is expected to be released in December 2010 and realization of electronic case records continues to be expected by 2013. The MOU with the Department of Health and Hospitals for the Health Care Plan is expected to be signed by the end of 2010.

**Strategy 3 and 4:** Regional Home Development Recruiters will continue to enhance recruitment strategies within the medical community by providing information and fliers on children and teens that are in need of specialized care on a monthly basis.

- Regional Home Development Recruiters will partner with each area's main hospitals to attend hospital health fairs and workshops in order to share information on children with special needs.

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- Regional Home Development Recruiters will work to employ recruitment strategies that promote sibling placement as well as placement of children in their communities of origin.
- Regional Home Development Recruiters will provide community centers, businesses and schools with fliers that include area specific data of children from their communities, and ways in which recruitment efforts can be promoted.
- Regional Home Development Recruiters will document and report recruitment efforts on each assigned special needs child. They will involve the child's therapists (physical, psychiatric, and/or medical) in the team effort to make recommendations on the types of families to target in the recruitment effort.

**Strategy 5:** Efforts to develop a tracking mechanism for health care provision will continue.



# ACCOUNTABILITY

Continuous Quality Improvement

Quality Assurance

Accreditation

Licensing Standards

Data

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**THEME 3: ACCOUNTABILITY**

**CONTINUOUS QUALITY IMPROVEMENT**

**GOAL 1:** Continuously strive to improve performance in order to improve outcomes for children and families

**Objective 1.1:** Increase the utilization of data to identify areas needing improvement and to determine if action plans developed to address the issue is impacting the outcome.

**Strategy 1:** Strengthen the Peer Case Review (PCR) process and utilization of data received in the CQI process (Completion Date: June 2013) Lead(s): Jan Byland

**Strategy 2:** Continue to review Staff Turnover and Retention (STAR) data in State level CQI meetings and monitor outcomes of strategies and solutions implemented to reduce turnover.

**Strategy 3:** Continue to improve the agency's ability to obtain relevant valid and reliable data and reports to assist in improving agency performance.

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The State level CQI team scheduled a planning meeting on April 8, 2010 in order to focus on evaluating the current CQI process. Agenda topics also include a discussion of strengths and areas needing improvement as identified during COA accreditation site visits and suggestions to improve these processes. Specific focus includes strengthening the PCR process and utilization of data. This meeting was rescheduled to July 7, 2010 due to the beginning of the legislative session and on-going initiatives within the agency created scheduling difficulties.

The State CQI team continues to receive annual turnover statistics and monitors outcomes of strategies and solutions implemented to reduce turnover. The agency continues to focus on improving the ability to obtain relevant valid and reliable data and reports to assist in improving the agency's performance.

**Activities Planned for FFY 2010-2011:** The planning meeting is scheduled for July 7, 2010 to discuss strengths of the CQI process, areas needing improvement as identified during COA accreditation site visits and suggestions to improve these processes. Specific focus will involve strengthening the Peer Case Review (PCR) process and utilization of data by staff. The State CQI team will continue to review Staff Turnover and Retention (STAR) data in State level CQI meetings and monitor outcomes of strategies and solutions implemented to reduce turnover and continue to improve the agency's ability to obtain relevant valid and reliable data and reports to assist in improving agency performance.

**Objective 1.2:** Expand availability of qualitative information for use in agency improvement efforts

**Strategy 1:** Establish predetermined and regular schedule for regional PCR process. (Year 2 and ongoing) Lead(s): Jan Byland

**Strategy 2:** Explore surveying youth and family satisfaction using the Youth Satisfaction Survey (YSS) and the Youth Satisfaction Survey – Family (YSSI) to measure youth and family

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involvement in assessment, case planning, and quality of services provided. (Completion Date: Year 2) Lead(s): Jan Byland

**Strategy 3:** Explore interviews with youth and family to determine their perceived level of involvement in case planning. (Completion Date: Year 2) Lead(s): Jan Byland

**Strategy 4:** Explore a court-agency Continuous Quality Improvement process facilitated by CIP Coordinator/Judicial Fellow and OCS state and regional staff. (Completion Date: Year 2) Lead(s): Jan Byland

**Strategy 5:** Examine Administrative Review process to determine whether it facilitates quality practice in its current form, and make changes as indicated. (Completion Date: Year 2) Lead(s): Jan Byland

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The State level CQI team scheduled a planning meeting on April 8, 2010 in order to focus on evaluating the current CQI process. Agenda topics also include a discussion of strengths and areas needing improvement as identified during COA accreditation site visits and suggestions to improve these processes. Specific focus includes strengthening the PCR process which involves establishing a predetermined and regular schedule for the regional PCR process.

During SFY 2009-2010, a decision was made not to explore surveying youth and family satisfaction or explore interviews with youth and family to determine or measure youth and family involvement in assessment, case planning, and quality of services provided (Strategy 3 and 4). This decision was made due to the agency's current involvement in developing a focused coordinated system of care. Although surveys will not be conducted, focus groups with youth will be conducted. The community-based coordinated care provider will be charged with identifying children at high-risk in their communities; assessing their medical, dental, social and behavioral needs within the context of their family and social support system and assembling a documented care coordination plan; and ensuring the provision of the necessary individual and family medical, dental, social and behavioral health services required under the case management plan.

The position of a Judicial Fellow was developed to help courts and agencies promote best practice in the field of child welfare. Judge Ann Simon is currently working with local courts on the following:

- Encouraging courts to adopt the use of standardized forms that will allow judges to check off the findings and actions taken during the hearing. The forms also have places for judges to present case-specific findings and reasoning, as required by legislation. This approach should help the state in the Child and Family Service Review process.
- Encouraging judges in areas without CASAs to consider inviting Louisiana CASA to create a local program.
- Encouraging courts to make better use of the Integrated Juvenile Justice Information System (IJJIS).
- Determining how courts are using hearing officers and whether this practice is consistent with the Children's Code.
- Working with the District Attorney's Office to clarify their role in Child In Need of Care (CINC) cases and their role relative to OCS.
- Working to ensure that OCS has the necessary attorney support to prepare legal documents.

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- Working with the Children's Code Advisory Committee to clarify what guardianship means and how it differs from custody.

Judge Simon estimates having visited approximately 12-15 jurisdictions during the past year. On the state level, Judge Simon worked on several task forces related to preparation for the Child and Family Service Review which took place in March 2010. She has also been working on the issue of ensuring OCS has legal representation in all cases. This will involve a formal request to the District Attorneys' Association to provide legal counsel to OCS. Judge Simon has also taken the lead in working with the Louisiana Law Institute on revisions to guardianship in the Children's Code.

**Activities Planned for FFY 2010-2011:** The agency will continue the work of helping courts and agencies promote best practice in the field of child welfare through the Court Improvement Project/Judicial Fellow throughout much of 2010.

**Outcome Measurement:** Improved performance on CFSR Outcome Indicators.

### **LICENSING STANDARDS AND REGULATIONS**

**GOAL 2:** To ensure quality of care, accountability, and protection for children.

**Objective 2.1:** Standards and licensing regulations for foster family homes and child care institutions are reasonably in accord with recommended national standards.

**Strategy 1:** Complete a licensing rewrite through the development of a task force of providers, other state agencies and community partners. (Completion Date: June 2014) Leads: Joseph Bruno & Ellen Trahan

**Strategy 2:** Develop core licensing standards for foster and adoptive homes and residential facilities. (Completion Date: August 2010) Lead(s) Joseph Bruno, Ellen Trahan & Karla Venkataraman

**Strategy 3:** Develop residential program modules for residential facilities. (Completion Date: May 2011) Lead(s) Joseph Bruno & Ellen Trahan

**Strategy 4:** Develop licensing regulations in which deficiencies are weighted based on the severity of the deficiency as well as the deficiency's relationship to the safety and well-being of youth. (Completion Date: June 2011) Leads: Joseph Bruno, Ellen Trahan & Karla Venkataraman

**Strategy 5** Develop legislation surrounding new licensing standards/regulations. (Completion Date: June 2010) Leads: Joseph Bruno, Ellen Trahan & Karla Venkataraman

**Strategy 6** Implement Regulation Plan and train providers and licensing staff. (Completion Date: January 2011) Leads: Joseph Bruno, Ellen Trahan & Karla Venkataraman

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** A work group was formed to develop new licensing regulations for foster and adoptive homes and residential facilities. The work group consisted of State Office staff from residential, home development, and licensing programs. The

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group received consultation from a former Department of Health and Hospitals staff member, Barbara Anthony. Providers were allowed to review the proposed licensing standards and make comments. Included in the RFP is the requirement for providers to meet all child placing agency or child residential facility licensing regulations. The residential area of the licensing rewrite has been completed. Work is continuing to finalize the Child Placing Agencies rewrite of licensing standards.

**Activities Planned for the FFY 2010-2011:** The Child Placing Agencies rewrite of licensing standards is expected to be finalized August 2010. DSS will provide a series of trainings and informational meetings concerning the new licensing regulations which will be attended by licensing and home development staff members in addition to current and prospective residential providers and foster and adoptive parents.

**Outcome measurement:** Through the development and enforcement of licensing standards/regulations children and youth in foster care are provided quality services that protect their health and safety. Please refer to chart 8 located on page 210.

**Chart 33**

<b>Providers Trained on New Licensing Regulations and Deficiencies</b>				
<b>FFY</b>	<b># of trained staff &amp; providers</b>		<b># of licensing deficiencies</b>	
	<b>Residential Providers</b>	<b>Child Placing Agencies</b>	<b>Residential Providers</b>	<b>Child Placing Agencies</b>
<b>2007-2008*</b>	0	0	450	228
2008-2009	0	0	614	140
2009-2010				
2010-2011				
2011-2012				
2012-2013				

\*New Licensing Regulations were not published in FFY 2007-2008 and 2008-2009; thus, no training was provided.

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Training and Technical Assistance

Tribal Partners

Community Partners



# S

## **PARTNERSHIPS: Federal, Tribal, State and Community**

The partnerships identified in this section do not represent an exhaustive list of all OCS partners, but represent those participating in key current initiatives.

(NOTE: The effectiveness of OCS' collaborative efforts and partnerships is measured not by the collaboration or partnership, but by improved outcomes for children, youth, and families. Please see outcome measurements in the Chafee Foster Care Independence/Education and Training Voucher Section on page 150, Child Abuse Prevention and Treatment Act on page 99, Promoting Safe and Stable Families on page 99 and the goals related to Safety, Permanency and Well Being Outcomes on page 216.

### **Federal Partnerships**

**Goal 1:** Collaborate effectively with Administration for Children and Families/Children's Bureau.

**Objective 1.1:** Submit accurate and complete reports and plans as required.

**Strategy 1:** Request clarification and guidance from Region VI staff as needed. (Ongoing)  
Lead(s): Carol Groves

**Strategy 2:** Request Technical Assistance from Child Welfare National Resource Centers through Region VI. (Ongoing) Lead(s): Carol Groves

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** During FFY 2009-2010 the Agency worked closely with the Children's Bureau Region VI staff. The Agency had frequent contact with Region VI staff to gain interpretation in various areas impacting outcomes for children and families served. Guidance was received concerning CFSR, Statewide Assessment, the IVE Plan, and on any new program instructions. The Agency continued to utilize the unlimited Technical Assistance provided by the National Resource Centers. During this period the TA was fine tuned following the JBS takeover of management of TA services.

**Activities Planned for the FFY 2010-2011:** The Agency will continue to consult with the Children's Bureau through Region VI staff as needed to gain interpretation and federal guidance. Louisiana's Technical Assistance Plan developed in collaboration with the National Resource Centers will continue to assist with child welfare reform efforts. JBS and the Agency are in agreement concerning continued quarterly conference calls to address areas of concern.

**Objective 1.2:** Use assistance to improve child welfare outcomes and agency systemic factors.

**Strategy 1:** Use assistance in full development and integration of Alternative Response.  
(Ongoing) Lead(s): Willene Griffin

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**Strategy 2:** Enhance comprehensive assessment and planning. (Ongoing) Lead(s): Rhenda Hodnett

**Strategy 3:** Continue post-graduate competency curricula in adoptions. (Ongoing) Lead(s): Gary Mallon

**Strategy 4:** Develop Levels of Care system. (Ongoing) Lead(s): Joe Bruno

**Strategy 5:** Develop Practice Model. (Ongoing) Lead(s): Joel McLain

**Strategy 6:** Continue to enhance transitional living services for youth. (Ongoing) Lead(s): Celeste Skinner

**Strategy 7:** Improve Quality Assurance system. (Ongoing) Lead(s): Jan Byland

**Strategy 8:** Develop SACWIS system. (Ongoing) Lead(s): John McInturf

**Strategy 9:** Develop mechanisms for working more effectively through work process planning. (Ongoing) Lead(s): Joe Bruno

**Strategy 10:** Improve training system. (Ongoing) Lead(s): Marty Gibson

**Strategy 11:** Prepare for CFSR. (Ongoing) Lead(s): Jan Byland

**Strategy 12:** Broaden service array. (Ongoing) Lead(s): Suzy Sonnier

**Strategy 13:** Analyze causes and combat disproportional representation. (Ongoing) Lead(s): Mark Harris

**Strategy 14:** Improve legal representation. (Ongoing) Lead(s): Mark Harris

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** Structured Decision Making (SDM) was expanded to require child protection investigation and Alternative Response (AR) workers to complete the form during an investigation or alternative response. This initiative allowed for more standardized decisions on how risk is assessed and case planning is determined. Implementation of SDM in CPI/AR was initiated in October 2009. The agency is moving towards implementation of SDM at intake and began piloting this in February 2010. The agency anticipates a higher percentage of low risk cases will be directed to assessment (AR) where the family is expected to be linked to needed services. Due to this expectation, additional trainings on AR are being incorporated into an OCS Alternative Response Family Assessment (ARFA) and Structured Decision Making (SDM) Intake Train the Trainer Training Session. This training occurred on January 20-21, 2010. This training was utilized to familiarize all supervisors with and train the trainers on the new SDM intake instrument, prior to implementation of the pilot program. The training on January 21, 2010 was utilized to train the trainers on the new ARFA training to be conducted in the regions.

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On March 31, 2010, an Alternative Response (AR) roundtable was held with National Resource Center consultant, Anna Stone, state office participants and all of the AR staff from the pilot parishes (46 attendees). This roundtable focused on reviewing the purpose of AR and how it impacts families, focusing on data to assist in making improvements to the process and guiding consistent decision making as well as assisting with workers' ability to engage families.

**Strategy 2:** With the assistance of the National Resource Centers (NRC), OCS developed and is currently utilizing the Assessment of Family Functioning (AFF) statewide. The process focused on thorough assessments and behaviorally specific case plans while emphasizing the critical need for family engagement skills. During implementation, NRC's consultant provided guidance and supervision on cases via monthly conference calls. During each 90 minute call, case consultation was provided to the worker and supervisor regarding the safety assessment, Structured Decision Making (SDM) risk assessment, AFF, and staffing form. Regional/parish staff were encouraged to listen to the case consultation calls for learning purposes.

The AFF is a web-based instrument used in Prevention/Family Services, Foster Care, and Adoptions with minor programmatic adaptations. This results in an assessment and planning document consistent through all programs so that when a child moves from one program to another, all workers will be familiar with and using the same instrument. The Family Assessment Tracking System (FATS) was developed to provide an automated method of recording the family assessment information and to collect data related to the domains requiring intervention.

"Foster Care Assessment and Case Planning With The Family" Training sessions were held on March 9-12, 2009 for Alexandria, Monroe, Shreveport, and Lake Charles Regions, March 23- 26, 2009 for Thibodaux, Jefferson, Orleans and Covington Regions and November 16- 20, 2009 for Lafayette Region. These training sessions concentrated on foster care program-specific curriculum designed to enhance foster care caseworker knowledge and skills in working with the foster children, biological parents, and foster parents. Specific content included engagement, motivational interviewing, child developmental stages and issues, developing goals and determining supports and services with the family.

The implementation of SDM protocols have assisted with increasing worker consistency in assessment and case planning. Families are assessed more objectively, and decision making is guided by facts of the case rather than by individual judgment. Detailed definitions for assessment items increase the likelihood that workers assess all families using a similar framework. This system is fully implemented in each of the state's parishes with monitoring for consistency.

The agency is in the process of using more clinical quality assurance processes tied to specific practice improvements. Starting with the Family Assessment, Louisiana developed weekly case supervision conferences with consultants to improve the skill and documentation of family assessment. This has continued with current weekly conferences for Visit Coaching. Peer-to-Peer reviews take the step further by integrating the review process with case specific goals, individual worker skill development, and region wide training needs assessments.

**Strategy 3:** The Adoptions Section has worked closely with the National Resource Center for Family-Centered Practice and Permanency Planning for two initiatives: the Certificate Program in Adoptions and an "Unpacking the No" presentation at the Foster/Adoptive Parent Association at their annual meeting.

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The Adoptions Section works indirectly with federal partners in recruitment efforts through AdoptUSKids, a listing of available children, as a means for potential adoptive parents to secure information about certification. AdoptUSKids is funded by the federal government and operated by a contractor.

**Strategy 4:** The Agency is currently in the process of developing a level of care system for foster care providers. The levels will establish criteria for residential and foster home placements. All children and youth in residential facilities and specialized foster home placements have been assessed utilizing the Cuyahoga Child Assessment instrument. Results from the assessments were placed in a database in order to produce information for the placement levels of care system.

**Strategy 5:** An application for a grant from the Mountain and Plains Implementation Center, which would have been utilized to fund the development and implementation of a Practice Model, was denied. The 2010 CFSR preliminary findings sparked new discussion of implementing a Practice Model.

**Strategy 6:** The transitional services staff continues to work closely with the National Resource Center for Youth Services on improving services to youth. Staff came to Louisiana to train OCS staff and tribal social services staff on issues related to Indian youth transitioning into adulthood during the past year. The transitional services section administrator participates in monthly calls with the Children's Bureau Regional Office and CFCIP coordinators from other states in the regions.

NRCYS provides CFCIP staff assistance in determining best practices for the management of ETV funds. OCS staff and NRCYS staff met in January 2010. The meeting included information on working with Lutheran Social Services of the South to develop a mentoring program for youth and evaluation of the program.

**Strategy 7:** The Agency is continuously assessing the Quality Assurance system which consists of Continuous Quality Improvement (CQI) practices and traditional Quality Assurance (QA) providing review of case records and reporting data. Peer Case Review, modeled after CFSR, provides statewide assessment of all casework areas. The NRC for Organizational Improvement assisted the Agency in identification of feedback loops and strategies to involve families in evaluation.

**Strategy 8:** The Department is currently engaged in a technology modernization project that will integrate current systems into one comprehensive SACWIS compliant system and more. The new system will combine TIPS, FATS, and SDM systems while adding new functionality of an electronic case record and meet the tracking and reporting functions of the National Youth in Transition Database (NYTD). This will address many of the concerns and recommendations reflected in focus groups.

**Strategy 9:** A Foster Care Work Process group began meeting in November 2008. This group consists of 21 participants composed of state office and field staff as well as three outside consultants. They meet monthly via teleconference to conduct a workload analysis.

In September 2009, this group completed workflow process mapping for the foster care program to gain a clearer understanding of the current processes that exist. They examined all of the processes within this program and created a diagram showing each step in the correct sequence, decision branches and other important aspects of the work. The process map was provided to the "re-engineering" team and

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subsequently to the “modernization” project which has been tasked with creating more centralized forms and processes across all programs due to a statewide departmental and agency reorganization.

In addition to workflow process mapping, this group reviewed all forms in the foster care program and provided feedback on which forms can be removed or deleted. A report was developed and provided to executive management. A structured estimation of the time to complete each form was also developed. These findings were provided to an outside consultant for compilation into a full report.

A visitation contact form was created and for use in the Family Assessment Tracking System (FATS). This form will track whether a visit was held, with whom, what date and time and generate reports to track caseworker visitation.

**Strategy 10:** The Department worked closely during this period with the NRC for Organizational Improvement, NRC for Family Centered Practice and Permanency Planning, and the NRC for Legal and Judicial in the development of a Training System. Collaboration included formation of training consortium, provision of information regarding training program designs from other states, workforce development, supervisory training, and specialized legal training.

**Strategy 11:** Beginning in early 2009, the Agency began consultation with the Children’s Bureau through Region VI staff regarding preparation for the 2010 CFSR. The kick off meeting for the 2010 CFSR was held in June of 2009 prior to the developing of he statewide assessment. Conference calls with JBS and federal partners were conducted prior to the actual 2010 CFSR held March 8-12, 2010.

**Strategy 12:** The NTAC for Children’s Mental Health was consulted to obtain assistance with improving the quality of mental health services to child welfare clients. The Department entered into a contract with a group specializing in helping states institute systems of care. A staff member was hired to coordinate the systems of care process. A work group which includes OCS, DHH, and OJJ was begun to develop the systems of care.

**Strategy 13:** During the year consultation with the National Child Welfare Resource Center on Legal and Judicial Issues (RCLJI) provided technical assistance in identifying and resolving causes of disproportionate representation. A representative of the NRCLJI met with stakeholders in the 16th judicial district. Both the 16th JD and the Orleans Juvenile Court have formed committees and are developing strategic plans to guide work on responding to the needs of minority children in care. Among the activities that may be piloted in these courts and then expanded statewide are the development of bench cards, a collection and summary of relevant literature, and a best practices bulletin.

**Strategy 14:** The Agency received technical assistance from the NRC for Legal and Judicial Improvement in the area of improvement of legal representation for child welfare clients. Beginning in July 2010, the child advocacy task force will adopt the following plan: Mental Health Advocacy Services/Child Advocacy Program will represent all CINC children in the jurisdictions they currently serve; The Louisiana Public Defenders Board will represent all CINC parents statewide; Louisiana Services Corporations will represent all CINC children in jurisdictions not served by MHAS/CAP. These changes are expected to produce a uniform statewide system of representation providing greater specialization, more stability, efficiency, equity in expenditures, and improved quality control and administrative oversight.

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**Activities Planned for the FFY 2010-2011:**

**Strategy 1:** The agency will continue to seek assistance to implement the full development and integration of Alternative Response statewide.

**Strategy 3:** The Adoption Certificate Program and AdoptUS Kids will continue in the coming year. Consideration is being given to funding a limited number of slots in the Certification Program for providers who work with children who are freed for adoption.

**Strategy 4:** DSS will be soliciting proposals for the development of placement and treatment continuums of care with a goal of one continuum in each region of the state. Providers will be required to implement a designated model, which focuses on timely provision of services to children when out-of-home placement is necessary. The Request for Proposal is expected to be completed by the end of 2010.

**Strategy 5:** The Agency will further assess development and implementation of a Practice Model. CFSR findings will be considered in the determination of the need to develop a Practice Model.

**Strategy 6:** General work with NRCYS will continue, but another training session is not planned. Conference calls will continue. Consideration is being given to working with the National Resource Center for Data and Technology for assistance with the National Youth in Transition Data Base following finalization of contract(s) to gather information from youth and a method of aggregating data.

**Strategy 7:** The Agency will be working to strengthen the CQI process including continuation of Peer Case Review using a multi-tiered process is planned. Traditional QA practices will be utilized to identify areas needing improvement and determining action plans to address issues impacting outcomes.

**Strategy 8:** The “Request for Proposal” for a Common Access Front End (CAFÉ) system to provide a web based platform for all DSS workers is planned for the spring of 2010 and the SACWIS RFP is expected to be released in the fall of 2010.

**Strategy 9:** A second phase to the visitation contact form is in the process of being developed which will allow workers to input a narrative regarding their visit. The agency is looking at using this form in lieu of the current case activity log form (CR-8) which will eliminate this process. Consideration is also being given to placing a date and time stamp on the form which will chart that the visit was held. This will allow the ability to pull reports by worker on their visitation contact and in the future will tie into documenting time and attendance. On-going work is being completed by the agency in order to provide laptops to field staff which will allow the capability to input narrative visit information while the worker is in the field and the information is still fresh in their mind.

The modernization project team will follow up with the suggestions/feedback provided by the foster care work process group to look at the workflow processes in the remaining programs.

**Strategy 10:** The Development of a Training System by the Agency with assistance from the NRC’s was accomplished in February 2010.

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**Strategy 11:** The Department has begun discussions of development of a new PIP as a result of the preliminary 2010 CFSR results.

**Strategy 12:** The advancement of the quality of care for mental health treatment received by Agency clients will continue to be assessed by the OCS, DHH, and OJJ work group. A Systems of Care Network will result from the work group efforts.

**Strategy 13:** Information obtained through collaboration with the NRC concerning causes of disproportional representation is planned to be utilized statewide as a practice model.

**Strategy 14:** The changes in legal responsibilities throughout the state are expected to produce a uniform system of representation providing greater specialization, more stability, efficiency, equity in expenditures, and improved quality control and administrative oversight.

**Tribal Partnerships:**

**Goal 1:** Develop awareness of Tribal issues and concerns related to child welfare service provision.

**Objective 1.1:** Encourage Tribal participation in Regional Continuous Quality Improvement (CQI) meetings and in the statewide Community and Consumer Stakeholder Committee (Stakeholder Committee).

**Strategy 1:** Invite Social Service Director of each Tribe to attend regional meetings and solicit their input during meetings. (Ongoing) Lead(s): Regional CQI Chairpersons

**Strategy 2:** Invite Social Service Directors, Executive Director of Bureau of Indian Affairs and Director of the Louisiana Intertribal Council to attend Stakeholder Committee meetings and solicit their input. (Ongoing) Lead(s): Stakeholder Committee Co-chairs

**Strategy 3:** Bring issues and concerns expressed by Tribal representatives from CQI and Stakeholder Committee meetings to the attention of appropriate OCS management staff. (Ongoing) Lead(s): Regional CQI Chairpersons and Stakeholder Committee Co-chairs

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Representatives of the four federally recognized tribes in Louisiana are invited to serve on the Statewide Stakeholder Committee and on Lafayette, Alexandria and Lake Charles Regional CQI Committees. Tribal participation in these committees provides access to discussion of OCS program development and evaluation and a forum for engagement with other stakeholders for information about other available programs and benefits. The Social Service Director of the Coushatta Tribe and the Executive Director of the Governor's Office of Indian Affairs have been active on the Statewide Stakeholder Committee and the Social service Director of the Chitimacha Tribe has been active on the Lafayette Regional CQI Committee.

**Activities Planned for FFY 2010-2011:** The agency will continue to engage Federally Recognized Tribes and encourage Tribal participation on the CQI Community and Consumer Stakeholder Committee and state and regional CQI Committee meetings. The agency will also continue to bring issues and concerns expressed by Tribal representatives from CQI and Stakeholder Committee meetings to the attention of appropriate OCS management staff.

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**Objective 1.2:** Be available to assist any Federally Recognized Tribe in the development of a Title IV-E program.

**Strategy 1:** Provide Tribal Social Services Directors, the Executive Director of Bureau of Indian Affairs and the Director of the Louisiana Intertribal Council with information published in the Federal Register concerning development of such programs. (Ongoing) Lead(s): Planning and Accreditation Section Staff

**Strategy 2:** Remind Tribal representatives noted in Strategy 1 that the opportunity to establish Title IV-E program is not time limited and that OCS assistance is available at any time they become interested in pursuing it. (Ongoing) Lead(s): Planning and Accreditation Section Staff

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** Tribal Social Service Directors, the Executive Director of the Bureau of Indian Affairs and the Director of the Louisiana Intertribal Council have been provided with information published in the Federal Register concerning development of IV-E programs via e-mail. Tribal representative have been informed of OCS willingness to provide assistance in the development of a IV-E program through the CQI process. A meeting with the Social Service Directors of all tribes was held on May 19, 2010, and all four Louisiana Tribes indicated that they were not interested in developing a full IV-E program, but were interested in establishing a IV-E Agreement for maintenance.

**Activities Planned for the FFY 2010-2011:** OCS will continue to provide information to the Tribes regarding development of IV-E Plans and Agreements. The OCS IV-E and Planning and Accreditation Sections will review IV-E Agreements from other states (provided by Region VI staff) and work collaboratively with the Tribes on development of these Agreements. ACF Region VI has offered to support this effort by providing consultation on negotiation of the Agreements.

**Goal 2:** Provide appropriate services to Tribal families and children.

**Objective 2.1:** Identify children with Tribal affiliation.

**Strategy 1:** Provide training to caseworkers, judges, attorneys and Court Appointed Special Advocates (CASA) on consistent inquiry into potential Tribal identification/affiliation. Ongoing) Lead(s): Court Improvement Project and Bridget Clark.

**Updates to Accomplishments FFY 2009-2010:** ICWA is included in new worker orientation to all staff members. Chafee and Foster Care workers attending trainings provided by the Agency and co-sponsored by CASA during the past year have been provided Culture Cards developed by SAMHSA to increase awareness of Tribal culture. The Court Improvement Project works with the legal system to assure awareness of ICWA issues and early identification of Indian children involved with the child welfare system.

**Activities Planned FFY 2010-2011:** OCS and the Four Federally Recognized Tribes will develop video conferences for OCS staff. These conferences will focus on issues regarding identification of Indian children such as negating physical stereotyping and on the unique cultural traditions of each of the Tribes. OCS and the Tribes also plan to jointly request Technical Assistance on developing training for state office and regional trainers on ICWA, including historical trauma issues.

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**Objective 2.2:** Follow ICWA policy in cases where child has tribal affiliation.

**Strategy 1:** Explore revising agency ICWA policy, and request National Resource Center Assistance if indicated. (Ongoing) Lead(s): Cindy Phillips, Toni Buxton, Bruce Daniels and Barbara Mays

**Strategy 2:** Train staff on ICWA policy. (Ongoing) Lead(s): Marty Gibson

**Updates to Accomplishments FFY 2009-2010:** Agency policy regarding ICWA has been revised to strengthen sections related to placement of Indian children but a more thorough revision of ICWA policy remains a long-term goal. ICWA training has been conducted as noted in Objective 2.1 of this Goal.

**Activities Planned FFY 2010-2011:** It is unlikely that complete revision of ICWA policy will take place during the coming year. OCS and the Tribes will work together closely to provide training to OCS staff, and consideration will be given to developing a “desk reference” for ICWA based on a similar document produced in another state.

**Objective 2.3:** Collaborate with Tribal Social Service Directors on developing foster and adoptive homes within the Tribe.

**Strategy 1:** Regional recruiters contact and meet with Tribal Social Service Directors (SSD) quarterly (when the SSD is available and willing. (Ongoing) Lead(s): Karla Venkataraman

**Updates to Accomplishments FFY 2009-2010:** Recruiters are working with both Federally Recognized Tribes and other Tribes in Louisiana to assure that homes are available to meet the unique needs of Tribal children. In the Lafayette region contact was made with Ms. Karen Matthews, director of the Chitimacha Tribe of Lafayette Louisiana. Ms. Matthews expressed a need for in-service training within their schools for faculty and staff. A power point presentation was developed that specifically addressed the Department’s need for tribal partnership, the responsibilities shared in observing the Indian Child Welfare Act, and our agency’s goal and mission for the safety of Louisiana’s children. Ms. Matthews reported that the power point presentation was well received by faculty and staff, and continues to be used as a training mechanism within their organization and school. The Recruiter visited the reservation more than three times in a two month span in 2009.

Chief Rufus Davis, chairperson for the Adai Nation Indian Tribe in Shreveport, was also contacted in an effort to form an ongoing partnership with our department. Chief Davis was receptive to an initial meeting in order to gain more information regarding our agency’s knowledge and policies directed towards tribal families. Earlier attempts to contact other federally recognized tribes were not successful, but the recruiter supervisor met with the Tribal Social Service Directors on May 19, 2010 in Marksville, Louisiana. DSS presented information regarding issues surrounding our need to form partnerships, satisfying goals and strategies for the Annual Progress and Services Report as it relates to foster care, adoption, foster/adoptive recruitment, services to youth, and our Agency’s willingness and ability to assist tribes that are interested in establishing IV-E programs. This collaborative event was hosted by Tunica Biloxi Tribe, Social Services Directors of all four federally recognized tribes in Louisiana participated along with DSS staff as well as ACF, Regional VI staff.

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**Activities Planned FFY 2010-2011:** At the State level, OCS staff will engage in regular quarterly meetings with the Four Federally Recognized Tribes. The recruiter supervisor will present information regarding orientation for new foster/adoptive parents at the next quarterly meeting, scheduled for August 2010. Recruiter supervisor will invite tribal families and leaders to regional recruitment meetings for the purpose of exchanging information regarding changes in policy and procedures as well as participation in our quarterly mini-exchange. Recruiters will act as liaisons to nurture an ongoing relationship between DSS and area multi-ethnic communities.

Recruiters from Lafayette, Alexandria and Shreveport Regions will continue to pursue partnerships with the Four Federally Recognized Tribes in Louisiana. These recruiters will familiarize themselves with tribal customs, values, and social interactions, and participate as guests at Pow Wow celebrations and other organized public events/activities at least once per year.

Recruiters in other regions will target State Recognized Tribes including the Adai Nation, Choctaw-Apache Community of Ebarb, Clifton Choctaw Tribe of Rapides Parish, Four Winds Tribe in Vernon Parish, Point-Au-Chien Tribe of Terrebonne Parish, United Houma Nation of Lafourche Parish, Grand Caillou/Dulac Band of Terrebonne Parish for collaborative efforts to develop homes.

**Objective 2.4:** Tribal youth participate in Chafee Foster Care Independence Program and Education and Training Voucher Program.

**Strategy 1:** CFCIP providers contact Tribal SSDs to encourage them to refer youth. (Ongoing)  
Lead(s): Celeste Skinner.

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** No Tribal Youth have participated in CFCIP or ETV during the past year. At a meeting with Tribal Social Service Directors on May 19, 2010, the Social Service Directors indicated that they currently have no youth in this age range in foster care. They did indicate a need for education on money management for all Tribal youth because they receive large trust funds on reaching age 18 and often do not handle to money well.

**Activities Planned for the FFY 2010-2011:** The OCS CFCIP coordinator will provide training to the Social Service Directors on the Ansell-Casey Life Skills Assessment which has a supplement for Indian youth. She will also provide social learning books that she was provided by the NRCYS to the Tribes. OCS and the CFCIP contracted providers will continue to outreach to Tribal youth.

**State Partnerships:**

**Goal 1:** Collaborate effectively with other agencies within the Department of Social Services

**Objective 1.1:** Assist families and children in receiving needed concrete services.

**Strategy 1:** Work with Office of Family Support to provide Child Care Assistance, Kinship Care Grants and Financial Assistance to Needy Families to eligible OCS service recipients. (Ongoing)  
Lead(s): Toni Buxton.

**Strategy 2:** Cross train OCS and OFS staff in the Greater New Orleans Region so that workers in each agency have basic understanding of policies and procedures of other agency through

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Louisiana Kinship Integrated Services System Grant (LA KISS). (Ongoing) Lead(s): Shewayn Watson

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** OCS has continued to engage in ongoing work with the Office of Family Support to be aware of resources available to OCS clients who may be eligible for services of both agencies. OCS and OFS staff in the Greater New Orleans Region have participated in cross training to assure that the workers of both agencies are aware of services and eligibility requirements of the other agency. Additionally, LA KISS care managers are workers from OCS and OFS detailed to these positions. They work closely together to assure that the needs of clients are served (as appropriate) by both agencies.

**Activities Planned for the FFY 2010-2011:** As noted earlier in this report, the proposed reorganization of DSS will result in OCS and OFS acting as a single agency. A number of OFS local offices will be consolidated into OCS offices resulting in an even greater level of cooperation and collaboration between the two agencies. LA KISS will continue to provide cross training and collaborative service provision.

**Objective 1.2:** Provide Vocational Interest Assessment, training and employment assistance to eligible youth.

**Strategy 1:** Work with Louisiana Rehabilitation Services (LRS) to refer youth transitioning from foster care for available services and to explore ways available services can be expanded. (Ongoing) Lead(s): Celeste Skinner

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** OCS, LRS and Workforce Investment work collaboratively to assure that services are available to youth transitioning from foster care. LRS provides services to youth with identified special needs in assuring that they are able to identify and pursue vocational and educational desires while Workforce Investment provides these same services to youth who have not been identified as having special needs. A pilot has begun in Lafayette Region to measure the effectiveness of referrals for employment and vocational training.

**Activities Planned for the FFY 2010-2011:** In the DSS reorganization, LRS functions related to education and employment will become a part of Workforce Investment. OCS will continue collaboration with Workforce Investment, and it is anticipated that the level of collaboration will be enhanced through the merger of LRS and Workforce Investment. The results of the Lafayette pilot will be examined and methods of improving services will be explored where indicated.

**Objective 1.3:** Develop technology to support OCS activities.

**Strategy 1:** Work with DSS Information and Technology staff to develop SACWIS system. (Ongoing) Lead(s): Jan Byland

**Strategy 1:** Work with DSS Information and Technology staff to support modernization of OCS working methods. (Ongoing) Lead(s): Jan Byland

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** DSS is invested in a modernization project which is aimed at creating work efficiencies through the use of appropriate technology to enhance and make service delivery more efficient. This includes OCS Mobile Technology to provide tools for

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field staff to reduce duplicate processes, travel time and enable staff to spend increased time delivering services to clients. Components include the assessment, selection and procurement of tools, development of IT support for mobile technology and training, and developing centralized intake. An OCS Mobile Technology Team was developed and provided an assessment and recommendations for OCS mobile technology in March 2009. In order to better understand the supports needed to function in a mobile office and/or home environment, this team recommended the completion of an analysis of the detailed tasks performed by a worker in and out of the office. Equipment needs were explored as well as available mobile services, information technology supports, management and office supports.

The Department is currently engaged in a technology modernization project that will integrate current systems into one comprehensive SACWIS compliant system and more. The new system will combine TIPS, FATS, and SDM systems while adding new functionality of an electronic case record and meet the tracking and reporting functions of the National Youth in Transition Database (NYTD). This will address many of the concerns and recommendations reflected in focus groups.

**Activities Planned for the FFY 2010-2011:** Modernization will continue the process of providing mobile technology to frontline child welfare staff. This will allow staff accessibility to information systems from home or in the field using WiFi. Modernization will pilot full mobilization with a group of selected staff over the next year.

The “Request for Proposal” for a Common Access Front End (CAFÉ) system to provide a web based platform for all DSS workers is planned for the spring of 2010 and the SACWIS RFP is expected to be released in the fall of 2010.

**Goal 2:** Collaborate effectively with Northwestern Louisiana University and the other six Louisiana universities that offer social work degrees supported by IV-E funding.

**Objective 2.1:** Prepare Bachelor of Social Work (BSW) students to step into child welfare work upon graduation.

**Strategy 1:** Develop Common Core Competencies Curriculum in all BSW programs. (Ongoing)  
Lead: Bridget Clark

**Strategy:** Develop Child Welfare Institute for staff training and development. (Ongoing) Lead:  
Bridget Clark

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The Common Core Competencies Curriculum for all BSW programs has been developed. The Child Welfare Institute, planned to provide a coordinated system to support staff to supervise LCSW candidates, continues to be in the planning stages.

**Activities Planned for the FFY 2010-2011:** The Common Core Competencies Curriculum will be expanded to include MSW programs. Efforts to develop the Child Welfare Institute will continue.

**Goal 3:** Collaborate effectively with the Louisiana Department of Corrections/Office of Juvenile Justice (OJJ).

**Objective 3.1:** Eligible youth served by OJJ receive IV-E services.

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**Strategy 1:** Assure that IV-E Eligibility is determined accurately for youths served by OJJ. (Ongoing) Lead(s): Marilee Cash

**Strategy 2:** Assure that youth in the custody of OJJ are visited by their workers monthly with the majority of the visits taking place in the child residence. (Ongoing) Lead(s): Joe Keegan and Toni Buxton

**Strategy 3:** Provide transitional services to eligible youth in OJJ custody. (Ongoing) Lead(s): Celeste Skinner

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The OCS IV-E Section works closely with OJJ to assure that eligibility determinations are made correctly. Caseworker visitation data indicates that both OCS and OJJ are improving in assuring that children in the custody of the Agencies are visited by their caseworkers each and every month with the majority of those visits taking place in the home. OJJ youth are referred to and participate in transitional living services.

**Activities Planned for the FFY 2010-2011:** OCS IV-E staff will continue to work with OJJ to assure appropriate eligibility determinations and to prepare for the IV-E Review scheduled for November 2010. Joint efforts by OCS and OJJ to assure frequent and meaningful caseworker visits will continue. OJJ youth will continue to participate in Life Skills groups through CFCIP providers. Additionally, the OCS CFCIP coordinator will provide training to OJJ facilities on administering the Ansell-Casey Life Skills Assessment.

**Goal 4:** Collaborate effectively with Louisiana Department of Education.

**Objective 4.1:** Improve educational outcomes for children in foster care.

**Strategy 1:** Assure that children in foster care have stable educational settings. (Ongoing) Lead(s): Toni Buxton

**Strategy 2:** Develop mechanism for data sharing regarding full time school attendance of children in foster care. (Ongoing) Lead(s): Toni Buxton

**Strategy 3:** Share data on school outcomes for children and youth in foster care including comparison with the general population. (Ongoing) Lead(s): Toni Buxton

**Strategy 4:** Assure that youth transitioning to adulthood have the knowledge and skills necessary for independent adult lives. (Ongoing) Lead(s): Celeste Skinner

**Strategy 5:** Work with ETV providers and post-secondary educational institutions to assure that youth have the opportunity to continue their education

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** To assure educational stability, legislation was passed during the 2009 Louisiana Legislative session to allow children in foster care to attend school outside of their districts and related policy was developed and implemented in April 2010.

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Staff was been trained on the importance educational stability through two video conferences and three live training sessions co-sponsored by CASA and CIP.

The Recruitment supervisor has discussed with regional recruiters the importance of developing foster/adoptive parent resources within areas where large numbers of children enter foster care; data and GPS technology are being used to further this effort. OCS has entered into a contract with the Picard Foundation to share data with the educational system to monitor full-time school attendance and educational outcomes. OCS and the Department of Education provide data to the Picard Foundation. The Picard Foundation matches the data elements and provides aggregate data to OCS and the Department of Education. The first batch of data has been provided and the results are expected in the near future. OCS contracts with Life Skills providers to teach basic life skills to youth in foster care and in the custody of the Office of Juvenile Justice; efforts were made to increase youth opportunities to learn leadership skills through expansion of LYLAC, and youth are provided with room and board and other supportive services while they pursue education and /or vocational training. Contracted ETV providers determine eligibility and provide funding for youth to pursue post-secondary education.

**Activities Planned for the FFY 2010-2011:** Efforts will continue to assure that children do not have to change schools when they enter foster care and while in foster care through recruitment of foster families in targeted areas and providing transportation assistance to allow children to attend school outside of their assigned districts. The Picard Foundation will continue to be used to track full time school attendance and educational outcomes of children in foster care. Knowledge and skill development for youth will continue through provision of room, board and other services, life skills training, and LYLAC. The number of life skills providers will be consolidated, but services will continue to be available statewide within 45 minutes of each youth's residence. ETV services will be consolidated into the Louisiana Office of Student Financial Aid. This consolidation is expected to expand availability, allow for better tracking of results, and assure timely distribution of ETV funds.

**Goal 5:** Collaborate effectively with the Louisiana Department of Health and Hospitals.

**Objective 5.1:** Provide comprehensive health care for children in foster care.

**Strategy 1:** Work with DHH management staff and DHH contracted providers to expand Health Care Plan. (Ongoing) Lead(s): Toni Buxton

**Strategy 2:** Develop Memorandum of Understanding with DHH related to the Health Care Plan. (Ongoing) Lead(s): Toni Buxton

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** OCS, DHH and contracted partners have continued to work collaboratively to expand the Health Care Plan. The Plan has been developed and circulated, and the MOU with DHH has been developed and is expected to be finalized in the near future.

**Activities Planned for the FFY 2010-2011:** Collaboration with DHH and contracted providers will continue to assure that children in foster care have appropriate health care services and that their medical records are available to providers. The MOU with DHH for the Health Care Plan will be finalized.

**Objective 5.2:** Meet medical and mental health needs of children and families.

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**Strategy 1:** Work with Office for Citizens with Developmental Disabilities to obtain services for developmentally delayed children and youth. (Ongoing) Lead(s): Toni Buxton and Celeste Skinner

**Strategy 2:** Work with the Office for Addictive Disorders to maintain substance abuse counselors in OCS offices. (Ongoing) Lead(s): Rhenda Hodnett

**Strategy 3:** Work with the Office for Addictive Disorders for identification and treatment of addictive disorders in youth and parents. (Ongoing) Lead(s): Toni Buxton and Celeste Skinner

**Strategy 4:** Work with the Office of Mental Health for identification and treatment of mental health disorders in children, youth and parents. (Ongoing) Lead(s): Toni Buxton and Celeste Skinner

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** OCS refers children and youth suspected of or identified as having developmental delays to the Office for Citizens with Developmental Disabilities (OCDD). OCDD provides services to these children and youth, including providing Medicaid Waivers to allow independent living. Substance abuse assessment and referral services continue to be made available through counselors housed in agency offices through collaboration with the Louisiana Office of Addictive Disorders and the state TANF program. OCS continued to work with the Offices of Mental Health and Addictive Disorders to assure that the service needs of children and parents are met. The OCS Clinical Services Program Manager has been involved in the development of the Louisiana Coordinated Systems of Care to assure that needs of at-risk children and youth are appropriately met.

**Activities Planned for the FFY 2010-2011:** All of the activities noted above will continue.

**Goal 6:** Support and work with statewide child welfare organizations.

**Objective 6.1:** Support the Louisiana Foster and Adoptive Parent Association.

**Strategy 1:** Designate agency staff to attend association meetings and report concerns noted to OCS. (Ongoing) Lead(s): Karla Venkataraman

**Strategy 2:** Participate in hosting annual conference. (Ongoing) Lead(s): Karla Venkataraman

**Updates to Accomplishments FFY2009-2010:** Supportive services toward foster/adoptive parents are strengthened through home development staff and regional recruiters. Regional recruiters regularly attend foster parent association meetings serving as a positive link between verbalized concerns and practice outcomes. It is frequently reported that foster/adoptive parents welcome the attendance of regional recruiters at their monthly association meetings because of the positive feedback and supportive interactions they provide. Foster and adoptive parents belonging to parish, regional, and statewide associations are routinely asked to participate in panel discussions that take place statewide as a part of the State's certification training venue. Potential applicants and staff maintain that foster/adoptive parent's moving accounts of their experiences as foster/adoptive parents have become the most coveted presentation on MAPP (Model Approach to Partnerships in Parenting) panel night. Regional recruiters

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also participate as team players in MAPP panel discussions. Regional recruiters additionally attend the first MAPP meeting in order to provide support to new potential applicants (foster/adoptive families).

Regional recruiters attend local foster/adoptive association meetings, participate on planning committees to plan and attend annual foster parent appreciation luncheons, and serve as liaisons in linking foster/adoptive parents to resources within their communities. The recruiter supervisor attended meetings hosted by the Louisiana Foster and Adoptive Parent Association, and was a part of the planning committee responsible for organizing the Louisiana Foster and Adoptive Parent Association Annual Conference. Regional recruiters played both supportive and active roles in the annual conference, as recruiters were called upon to assist with local accommodations, and served in providing a three-hour recruitment interactive workshop that included a power point presentation, current resource information, and an active engagement period. Recruiters also shared fliers and photos of children freed for adoption without identified placements and gained four potential families that expressed interest in these children.

**Activities Planned FFY 2010-2011:** Regional recruiters will continue to participate in local foster/adoptive association meetings, planning committees, and serve as a supportive entity to positive initiatives pursued by Louisiana's foster/adoptive parents. They will also continue to provide five supportive visits to foster/adoptive parents in each region, and serve as liaisons bridging the gap between service delivery and service outcomes.

Regional recruiters will partner with foster parents representing each parish within their region to form a foster parent recruitment team. The team will meet quarterly, and will be invited to attend quarterly recruitment meetings in Baton Rouge. Teams will assist in locating homes for hard to place children, participate in orientation meetings, media efforts, and to serve as recruitment liaisons in their own communities. This team also assists in the retention effort by sharing resources and providing support to other foster/adoptive families. Recruiters will refer foster/adoptive parents to L.A.S.T. (Louisiana Advocacy Support Team) derived from LFAPA for supportive services.

**Objective 6.2:** Support Louisiana Adoption Advisory Board (LAAB).

**Strategy 1:** Identify and address concerns of all members of the adoption triad. (Ongoing)  
Lead(s): Bruce Daniels

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** A senior OCS staff member attends monthly LAAB meetings as a single Agency representative and non-voting liaison member and provides updates on Agency activities germane to LAAB and its mission of identifying and addressing concerns of all members of the adoption triad. The LAAB held a one day retreat in March 2010 which was supported by OCS.

**Activities Planned for the FFY 2010-2011:** OCS will continue to provide support to LAAB as noted above.

**Objective 6.3:** Work with Prevent Child Abuse Louisiana (PCAL)

**Strategy 1:** Support annual Kids Are Worth It Conference on Child Abuse and Neglect.  
(Ongoing) Lead(s): Rhenda Hodnett

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**Strategy 2:** Engage PCAL's assistance and support in Nurturing Parent Program, Safe Haven, media campaigns and community education. (Ongoing) Lead(s): Rhenda Hodnett

**Update on Progress/Specific Accomplishments in FFY 2009-2010:**

**Strategy 1:** OCS was on the planning committee for PCAL's annual "Kids Are Worth It!" Conference on Child Abuse and Neglect. The conference is held annually and offers various training workshops regarding child abuse and neglect. The topics cater to various disciplines in the child welfare arena. The "Kids Are Worth It!" Conference is the only primary prevention oriented conference in the state. The 24th Annual Conference was held March 1-3, 2010 at the Astor Crowne Plaza Hotel in New Orleans, LA. Attendees included social workers, child protection workers, law enforcement officials, day care workers, teachers and others who work with children desiring to learn the latest in child abuse and neglect prevention. OCS staff attended the conference. OCS remains on the planning committee.

The Child Abuse/Prevention Council consists of some key leaders/businesses to coordinate child abuse prevention information efforts between OCS, PCAL and the Children's Trust Fund. Efforts have been underway to increase participation in the council, however the council is not holding on-going monthly prevention meetings at this time due to management changes.

**Strategy 2:** The agency works with PCAL on a number of different initiatives. They include the Nurturing Parent Program, Safe Haven, the annual "Kids are Worth It" Conference on Child Abuse and Neglect, media campaigns and community education. OCS promotes, supports and facilitates the efforts of PCAL in providing primary prevention through the Nurturing Parenting Program (NPP). PCAL provides additional training and other services to the Family Resource Centers which facilitate the NPP for OCS consumers. The agency continues to provide information to communities statewide by distributing brochures. The various OCS regions throughout the State partner with PCAL to conduct events during Child Abuse Prevention month in April. Instead of the historical blue ribbon campaign, the agency has participated in a project in 2008, 2009 and again in 2010 to encourage community awareness by planting pinwheels throughout the State of Louisiana. Paper versions of the pinwheels were purchased and displayed in offices, until the pinwheels were delivered and planted around the State.

Each year the agency prints and distributes hundreds of its brochures on "Mandated Reporters of Child Abuse or Neglect" and "Understanding Child Protection in Louisiana." The public, including school children working on school projects, frequently ask the agency for these materials. These brochures are used by the school system during teacher orientation at the beginning of each school year. Also, staff across the State distributes them as they make presentations to community organizations. These materials are also distributed at state and national conferences such as the Prevent Child Abuse Louisiana (PCAL) Conference.

In February 2009, DSS launched a Safe Haven Public Awareness Campaign to ensure newborn safety by providing information on legal custody relinquishment. Please see Safe Haven above for detailed information regarding this public awareness campaign.

**Activities Planned for the FFY 2010-2011:** Continue to promote, support and facilitate the prevention efforts of PCAL.

**Goal 7:** Agency stakeholders are aware of and provide ongoing input into agency activities.

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**Objective 7.1:** The OCS Consumer and Community Stakeholder Committee provides information to stakeholders and solicits concerns from them.

**Strategy 1:** Hold meetings at regularly scheduled intervals remind members of each meeting and provide minutes of meetings to those who were unable to attend. (Ongoing) Lead(s): Gwen Jackson and Carol Groves

**Strategy 2:** Concerns voiced by stakeholders are presented to agency management so that concerns can be appropriately addressed. (Ongoing) Lead(s): Gwen Jackson and Carol Groves

**Strategy 3:** Explore barriers to participation by biological parents and youth, and develop mechanisms to overcome those barriers. (Ongoing) Lead(s): Gwen Jackson and Carol Groves

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The Consumer and Community Stakeholder Committee has met quarterly throughout the year. The minutes of each meeting are provided to all committee members by e-mail as soon as possible after each meeting and are distributed and discussed at each subsequent meeting. Concerns voiced by stakeholder are presented to agency management and/or the statewide CQI committee for resolution. Additionally, a member of the Stakeholder Committee serves on the statewide CQI committee in order to bring up issues of importance to the Stakeholder Committee. Efforts are underway to overcome barriers to biological parents and youth participation on the committee. The Transitional Services section of OCS has hired a Youth Advocate who is a foster care alumna, and she participates in the committee. Additionally, LYLAC members have attended committee meetings to the extent possible.

**Activities Planned for the FFY 2010-2011:** Stakeholder Committee activities will continue as noted above.

**Goal 8:** Improve services to multi-problem families.

**Objective 8.1:** Expand and improve Interagency Service Coordination (ISC) process.

**Strategy:** Include OCS, OJJ, Office of Mental Health, Office of Public Health, Office of Addictive Disorders, Department of Education, Workforce Investment Board, and Bureau of Indian Affairs in membership as appropriate.

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** A member of the Foster Care Section in OCS State Office serves as the agency liaison to the ISC committee and attends meetings regularly. Development of the Louisiana Coordinated System of Care and the Health Care Management Plan will enhance the ICS committee's effectiveness.

**Activities Planned for the FFY 2010-2011:** OCS staff will continue to participate in the ISC process; development of the Coordinated System of Care will continue, and the Health Care Management Plan will become more formalized when the MOU with the Department of Health and Hospitals is signed.

**Community Partnerships:**

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**Goal 1:** Work effectively with local businesses, churches, and civic organizations and media outlets.

**Objective 1.1:** Increase the pool of available foster and adoptive families.

**Strategy 1:** Regional Home Development Recruiters speak to churches and civic organizations to arouse interest of the members in becoming foster/adoptive families. (Ongoing) Lead(s): Karla Venkataraman

**Strategy 2:** Regional Home Development Recruiters use local media outlets to spread the word that foster and adoptive homes are needed through public service announcements and human interest stories. (Ongoing) Lead(s): Karla Venkataraman

**Updates to Accomplishments FFY 2009-2010:** Region specific monthly activities that regional recruiters implement have proven to be the driving force behind the increase in new foster/adoptive family certifications. To present, certifications are up by 6 families statewide. Regional Home Development Recruiters have become a verbal, visible entity within each region in regards to serving as the lead for specific children that are freed for adoption without an identified placement, and children/teens that need a connection or visiting resource to minimize the number of teens aging out of care without a “circle of support.” Children were featured in newspaper articles, on television including morning news shows, and public service announcements on cable access channels within their regions. These include “Home of My Own” in New Orleans and ArkLaTex Angel show in Shreveport.

Regional Home Development Recruiters have identified radio, newspaper and magazine resources that featured profiles on children in state’s care, freed for adoption without an identified placement. Teens have appeared in three minute digital stories, and radio interviews along with recruiters that gave potential applicants a peek into their personalities, hobbies, and wishes for permanency. Regional Home Development Recruiters spoke to church congregations on a quarterly basis and nurtured partnerships, received invites to special congregational events that promoted community recruitment, and was granted access to resources they created for children and teens in state’s care. Region specific information was always shared within the community at events and church services where regional home development recruiters took advantage of conducting group and one-on-one informational meetings.

**Activities Planned FFY 2010-2011:** Regional Home Development Recruiters will present at least one well written profile and professional photo (via recruiter’s camera or professional photographer) monthly for submission to the DSS website, and use of regional “Heart Gallery” projects. Regional Home Development Recruiters will include a teen (with consent) from their child specific recruitment list in a planned, recruitment event, radio interview, print interview/video taping for recruitment purposes on a quarterly basis.

Regional Home Development Recruiters will continue to maintain and nurture community church faith-based partnerships in the areas from which children and teens are taken. They will participate, initiate and plan recruitment events, group orientations, and provide copies of orientation and MAPP schedules to these congregations to be posted in their church bulletins/calendar.

Regional Home Development Recruiters will distribute dates and times of informational meetings to local newspapers, and magazines. They will explore and utilize free media (magazines, newspapers) coverage

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and the publishing of pictures and profiles (fliers) of children and teens that they are recruiting for on a quarterly basis.

Regional Home Development Recruiters will seek out and partner with as many child and family serving agencies as possible way to multiply efforts to locate interested families.

**Objective 1.2:** Provide experiential learning opportunities and services for youth transitioning from foster care.

**Strategy 1:** Chafee Foster Care Independent Living Providers (CFCILP) work with local businesses and organizations to arrange field trips and experiential learning opportunities for youth in life skills classes. (Ongoing) Lead(s): Celeste Skinner

**Strategy 2:** CFCILPs work with local churches and civic organizations to solicit donations of goods and services for youth who have aged out of foster care and need assistance with household items. (Ongoing) Lead(s): Celeste Skinner

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** The CFCIP providers continue to offer youth experiential learning opportunities through collaborative efforts with local business and organizations. The providers also work with local organizations to continue providing goods and services to youth who have aged out of foster care. Additionally, CFCIP work with local organizations to develop meeting places for life skills groups in local communities to assure that youth do not have to travel more than 45 minutes to attend the groups.

**Activities Planned for the FFY 2010-2011:** The number of CFCIP providers will be reduced in the coming year; however, all areas of the state will continue to be covered, and the collaborative activities noted above will continue.

**Goal 2:** Agency stakeholders are aware of and provide ongoing input into agency activities.

**Objective 2.1:** The Regional CQI Committees provide information to stakeholders and solicit concerns from them.

**Strategy 1:** Hold meetings at regularly scheduled intervals remind members of each meeting and provide minutes of meetings to those who were unable to attend. (Ongoing) Lead(s): Regional CQI Chairs

**Strategy 2:** Concerns voiced by stakeholders are presented to regional management and/or Statewide CQI Committee so that concerns can be appropriately addressed. (Ongoing) Lead(s): Regional CQI Chairs

**Strategy 3:** Explore barriers to participation by biological parents and youth, and develop mechanisms to overcome those barriers. (Ongoing) Lead(s): Regional CQI Chairs

**Update on Progress/Specific Accomplishments in FFY 2009-2010:** CQI team meetings have occurred at least quarterly. Some regional CQI meetings were postponed due to financial issues and a lack of

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funding for travel, however the regional CQI teams used various methods to continue holding meetings such as video and teleconference. Minutes are emailed to members who are unable to attend the meetings and several regions email minutes to all regional staff.

All regions utilize the results of customer satisfaction surveys to improve practice. Customer satisfaction surveys are given to all visitors who enter the office and any concerns noted are presented to regional management. All regions also have a separate consumer and community stakeholder committee or actively involved stakeholders on their regional CQI team. Stakeholders are encouraged to participate in the CQI team meetings and voice any concerns that they may have. Any concerns expressed are addressed by the regional administrator or sent to the state level CQI team for discussion.

A planning meeting is scheduled for July 7, 2010 to discuss ways to improve the functioning of current CQI processes. One topic of discussion includes exploring barriers to participation by biological parents and youth, and to develop mechanisms to overcome those barriers.

**Activities Planned for the FFY 2010-2011:** Regional CQI teams will continue to meet at least quarterly and utilize innovative ways to engage participation of staff. Any concerns expressed during meetings or in the form of a CQI referral will be addressed locally by the management team or referred to the state level team for resolution. During the planning meeting on July 7, 2010, the State level CQI team will address barriers to participation by biological parents and youth, and to develop mechanisms to overcome those barriers. Based on feedback provided at this planning meeting, the state and regional CQI teams will begin to implement suggestions to increase client and youth participation in the CQI process.

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**Payment Limitation Title IV-B, Subpart 1:**

- a. The amount of Federal Fiscal Year 2005 Title IV-B, subpart 1 funds expended on foster care maintenance was \$1,300.615.
- b. The amount of State expenditures for non-Federal funds for foster care maintenance payments used as match for Title IV-B, Subpart 1 for FFY 2005 was \$433,538.

**Payment Limitation Title IV-B, Subpart 2:**

Louisiana allocates an equal amount (\$1,917,462 or 20%) to each of the four service category areas (family preservation; community-based family support; time-limited family reunification; and adoption promotion and support services); therefore, no rationale is required.

The Federal Fiscal Year 2008 State and local share expenditure amounts for title IV-B, Subpart 2 was \$2,390,340 (\$597,585 for family preservation; 597,585 for family support; \$597,585 for time-limited family reunification; and \$597,585 for adoption promotion and support services). The 1992 base year amount was \$2,772,015.

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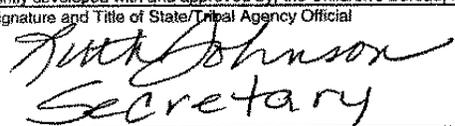
## 2010 Annual Progress and Service Report

CFS-101, Part I  
 U.S. Department of Health and Human Services  
 Administration for Children and Families

OMB Approval #0980-0047  
 Approved through July 31, 2011

**CFS-101, PART I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP and ETV**

Fiscal Year 2010, October 1, 2010 through September 30, 2011

1. State or Indian Tribal Organization (ITO): Louisiana 3. Address: DSS - Office of Community Services P. O. Box 3318 Baton Rouge, LA 70821	2. EIN: 1-72-600-0800-A1 4. Submission: <input checked="" type="checkbox"/> New <input type="checkbox"/> Revision
5. Total estimated Title IV-B, Subpart 1, Child Welfare Services (CWS) Funds	\$4,710,800
(a) Total administration (not to exceed 10% of estimated allotment)	\$471,080
6. Total estimated Title IV-B Subpart 2 Funds, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a-f.	\$7,967,817
(a) Total Family Preservation Services	\$1,792,759
(b) Total Family Support Services	\$1,792,758
(c) Total Time-Limited Family Reunification Services	\$1,792,759
(d) Total Adoption Promotion and Support Services	\$1,792,759
(e) Total for Other Service Related Activities (e.g. planning)	\$0
(f) Total Administration (FOR STATES ONLY: not to exceed 10% of estimated allotment)	\$796,782
7. Total estimated Title IV-B Subpart 2, Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)	\$473,137
(a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated allotment)	\$0
8. Re-allotment of Title IV-B, Subparts 1 & 2 funds for States and Indian Tribal Organizations:	
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs: CWS \$0, PSSF \$0, and/or MCV (States only) \$0.	
b) If additional funds become available to States and ITOs, specify the amount of additional funds the State or Tribes is requesting: CWS - \$471,080, PSSF \$796,782, and/or MCV (States only) \$94,627	
9. Child Abuse Prevention and Treatment Act (CAPTA), State Grant (no State match required) Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)	\$440,409
10. Estimated Chafee Foster Care Independence Program (CFCIP) funds.	\$1,455,538
(a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	\$14,555
11. Estimated Education and Training Voucher (ETV) Funds.	\$487,792
12. Re-allotment of CFCIP and ETV Funds:	
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program.	\$0
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program.	\$0
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program	\$436,661
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV funds	\$146,338
12. Certification by State Agency and/or Indian Tribal Organization The State agency or Indian Tribe submits the above estimates and request for funds under Title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with and approved by, the Children's Bureau, for the Fiscal Year ending September 30, 2011.	
Signature and Title of State/Tribal Agency Official  Secretary	Signature and Title of Central Office Official

# STATE OF LOUISIANA 2010 Annual Progress and Service Report

CMS APPROVAL #0980-0047  
Approved through July 31, 2011

For FFY OCTOBER 1, 2010 TO SEPTEMBER 30, 2011

CFR-101, PART II  
U.S. Department of Health and Human Services  
Administration for Children and Families  
CFR-101 Part II: Annual Estimated Expenditure Summary of Child and Family Services  
State of Indian Tribal Organization (ITO)  
Louisiana

SERVICES/ACTIVITIES	TITLE IV-B		(d) CAFTA*	(e) CFCIP*	(f) ETV	(g) TITLE IV-E	(h) STATE LOCAL & DONATED FUNDS	(i) NUMBER TO BE SERVED		(j) POPULATION TO BE SERVED	(k) GEOG. AREA TO BE SERVED
	(a) Subpart I - CWS	(b) Subpart II - FSSF						Individuals	Families		
	(c) Subpart II - MCY*										
1.) PREVENTION & SUPPORT SERVICES (Family Support)	\$1,271,916	\$1,792,768	\$120,112				\$3,061,101	69,886	23,294	Child Protection & Investigations and Family Services cases	Statewide
2.) PROTECTIVE SERVICES	\$1,667,190		\$260,260				\$555,730	24,768		Reports of abuse/neglect and AIT Assessments	Statewide
3.) CRISIS INTERVENTION (Family Preservation)		\$1,792,759					\$597,685	19,277	11,196	VAIS Child Protection & Investigations, children served in foster care & family services	Statewide
4.) TIME-LIMITED FAMILY REUNIFICATION SERVICES		\$1,792,759					\$597,685	6,275		All children with goal of reunification	Statewide
5.) ADOPTION PROMOTION AND SUPPORT SERVICES		\$1,792,759					\$597,685	1,470		Those Children who have adopted or have goal of adoption	Statewide
6.) FOR OTHER SERVICE RELATED ACTIVITIES (e.g. planning)											
7.) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE	\$1,300,614						\$14,830,958	7,944		All children in Foster Care	Statewide
(b) GROUP/INSTITUTIONAL CARE							\$7,985,900	1,150		All eligible	Statewide
8.) ADOPTION SUBSIDY PMTS.							\$13,073,262	861	5,097	All eligible	Statewide
9.) GUARDIANSHIP ASSISTANCE PMTS.							\$68,013	861		All eligible	Statewide
10.) INDEPENDENT LIVING SERVICES				\$1,455,538			\$465,179	1,671		All eligible	Statewide
11.) EDUCATIONAL AND TRAINING VOUCHERS					\$487,792		\$121,948	154		All eligible	Statewide
12.) ADMINISTRATIVE COST	\$471,980	\$796,782					\$27,400,061				
13.) STAFF & EXTERNAL PARTNERS TRAINING		\$95,614					\$6,177,132				
14.) FOSTER PARENT RECRUITMENT & TRAINING											
15.) ADOPTIVE PARENT RECRUITMENT & TRAINING											
16.) CHILD CARE RELATED TO EMPLOYMENT/TRAINING							\$4,506,626	37,000		All eligible	Statewide
17.) CASEWORKER RETENTION RECRUITMENT & TRAINING			\$473,137				\$473,137				
18.) TOTAL	\$4,710,800	\$7,997,817	\$400,372	\$1,455,538	\$487,792	\$69,618,466	\$68,493,008				

\*States Only, Indian Tribes are not required to include information on these programs.

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**2010 Annual Progress and Service Report**

OMB APPROVAL #0980-0047  
Approved through July 31, 2011

CFS-101, PART III  
U.S. Department of Health and Human Services  
Administration for Children and Families

**CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education and Training Voucher (ETV);  
Fiscal Year 2008: October 1, 2007 through September 30, 2008**

1. State or Indian Tribal Organization (ITO): Louisiana	2. EIN: 1-72-600-0800-41	3. Address: Department of Social Services, Office of Community Services P. O. Box 3318, Baton Rouge, LA 70821	4. Submission: (X) New, ( ) Revision		Actual Expenditures	Number Served	Population served	Geographic area served
			Description of Funds					
5. Federal Title IV-B, Subpart 1 Funds								
a) Total Administrative Costs (not to exceed 10% of Title IV-B, Subpart 1 Total allotment)	\$4,787,715	\$478,772	\$4,787,715		24,147	Reports of abuse/neglect All children in foster care	Statewide	
6. Total Federal Title IV-B, Subpart 2 funds. (This amount should equal the sum of lines a - f).	\$9,162,449	\$9,162,449	\$9,162,449		8,636		Statewide	
a) Family Preservation Services	\$2,003,304		\$2,003,304					
b) Family Support Services	\$2,003,303		\$2,003,303					
c) Time-Limited Family Reunification Services	\$2,003,303		\$2,003,303					
d) Adoption Promotion and Support Services	\$2,003,302		\$2,003,302					
e) Total for Other Services Related Activities (e.g. planning)	\$0		\$0					
f) Administrative Cost (FOR STATES: (not to exceed 10% of total allotment after October 1, 2007)	\$1,149,237		\$1,149,237					
7. Total Monthly Caseworker Visit Funds (STATE ONLY)	\$0		\$0					
a) Administrative Costs (not to exceed 10% of MCV allotment)	\$0		\$0					
8. Total Chafee Foster Care Independence Program (CFCIP) funds	\$1,358,131		\$1,358,131					
a) Indicate the amount of State's allotment spent on room and board for eligible youth (Not to exceed 30% of CFCIP allotment)	\$291,098		\$291,098		51	All eligible	Statewide	
9. Total Education and Training Voucher (ETV) funds	\$427,792		\$386,099		154	All eligible	Statewide	
9. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau, for the fiscal year ending September 30, 2008.								
Signature and Title of State/Tribal Agency Official	Date		Signature and Title of Central Office Official		Date			
<i>Juan Johnson</i> Secretary	9/29/10							

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SF-269A: Financial Status-Short Form

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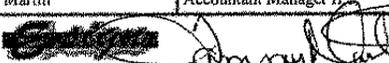
**FINANCIAL STATUS REPORT**  
**(Short Form)**  
**Revision #1**  
**Organization Information**

1. Federal Agency and Org. Element to Which Report is Submitted OA/OFS/Division Of State Systems Policy		2. Federal Grant or Other Identifying Number Assigned By Fed. Agency 0801LA1420	
3. Recipient Organization			
Name LA - Louisiana		Title Secretary	
Address Line 1 Department of Social Services			
Address Line 2 Office of Management & Finance			
Address Line 3 P.O. Box 3318			
City Baton Rouge	State LA	Zip Code 70821	Zip Ext.
4. Employer Identification Number 172600800A1	5. Recipient Account Number or Identifying Number	6. Final Report YES	7. Basis CASH
8a. Funding/Grant Period From: 10/01/2007	8b. To: 09/30/2009	9a. Period Covered by this report From: 10/01/2008	9b. To: 09/30/2009

**Transaction Information**

SECTION A: TRANSACTIONS	I. Previously Reported	II. This Period (FFP Rate of: 0.000000)	III. Cumulative
10a. Total Outlays	\$0	\$1,697,664	\$1,697,664
10b. Recipient share of net outlays	\$0	\$339,533	\$339,533
10c. Federal share of outlays	\$0	\$1,358,131	\$1,358,131
10d. Total unliquidated obligations	\$0	\$0	\$0
10e. Recipient's share of unliquidated obligations	\$0	\$0	\$0
10f. Federal share of unliquidated obligations	\$0	\$0	\$0
10g. Total federal share	\$0	\$1,358,131	\$1,358,131
10h. Total federal funds authorized for this funding period	\$0	\$1,358,131	\$1,358,131
10i. Unobligated balance of federal funds (Line 10h minus line 10g)	\$0	\$0	\$0

**Indirect Expense / Signature**

11a. Indirect Expense Type of Rate			
Provisional	Predetermined	Final	Fixed
11b. Indirect Expense Rate 0.00%	11c. Indirect Expense Base \$0	11d. Indirect Expense Total Amount \$0	11e. Indirect Expense Federal Share \$0
12. Remarks Recipient excess expenditures (if any) - Recipient excess Obligations (if any) - Indirect Expense Rate - Other -			
13. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.			
Certification Name: Tammy L. Martin	Certification Title Accountant Manager II	Telephone Number (225) 342-4384 Ext.	Signature Date 09/27/2010
Signature 		Submit Date: 9-29-10	

NSN 7540-01-218-4387

269-202

Standard Form 269A (Rev. 7/97)  
Prescribed by OMB Circulars A-102 and A-110

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**Assurances**

**Title IV-B, subpart 1**

The assurances listed below are in 45 CFR 1357.15(c) and title IV-B, subpart 1, sections 422(b)(8), 422(b)(10), and 422 (b)(14) of the Social Security Act (Act). These assurances will remain in effect during the period of the current five-year Child and Family Services Plan (CFSP).

1. The State/Tribe assures that it is operating, to the satisfaction of the Secretary:
  - a. A statewide information system from which can be readily determined the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care;
  - b. A case review system (as defined in section 475(5) of the Act) for each child receiving foster care under the supervision of the State;
  - c. A service program designed to help children:
    - i. Where safe and appropriate, return to families from which they have been removed; or
    - ii. Be placed for adoption, with a legal guardian, or, if adoption or legal guardianship is determined not to be appropriate for a child, in some other planned, permanent living arrangement which may include a residential educational program; and
  - d. A preplacement preventative services program designed to help children at risk of foster care placement remain safely with their families.
2. The State/Tribe assures that it has in effect policies and administrative and judicial procedures for children abandoned at or shortly after birth (including policies and procedures providing for legal representation of the children) which enable permanent decisions to be made expeditiously with respect to the placement of the children.
3. The State/Tribe assures that it shall make effective use of cross-jurisdictional resources (including through contracts for the purchase of services), and shall eliminate legal barriers, to facilitate timely adoptive or permanent placements for waiting children.
4. The State/Tribe assures that not more than 10 percent of the expenditures of the State with respect to activities funded from amounts provided under this subpart will be for administrative costs.
5. The State/Tribe assures that it will participate in any evaluations the Secretary of HHS may require.

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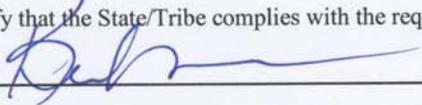
**STATE OF LOUISIANA**  
**2010 – 2014 Child and Family Services Plan**

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6. The State/Tribe assures that it shall administer the Child and Family Services Plan in accordance with methods determined by the Secretary to be proper and efficient.

Effective Date and Official Signature

I hereby certify that the State/Tribe complies with the requirements of the above assurances.

Certified by: 

Title: Secretary

Agency: Louisiana Department of Social Services, Office of Community Services

Dated: 6-30-09

Reviewed by: \_\_\_\_\_

(ACF Regional Representative)

Dated: \_\_\_\_\_

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**Title IV-B, subpart 2**

The assurances listed below are in 45 CFR 1357.15(c) and title IV-B, subpart 2, sections 432(a)(2)(C), 432(a)(4), 432 (a)(5), 432(a)(7) and 432(a)(9) of the Social Security Act (Act). These assurances will remain in effect during the period of the current five-year CFSP.

1. The State/Tribe assures that after the end of each of the 1<sup>st</sup> 4 fiscal years covered by a set of goals, it will perform an interim review of progress toward accomplishment of the goals, and on the basis of the interim review will revise the statement of goals in the plan, if necessary, to reflect changed circumstances.
2. The State/Tribe assures that after the end of the last fiscal year covered by a set of goals, it will perform a final review of progress toward accomplishments of the goals, and on the basis of the final review:
  - a. Will prepare, transmit to the Secretary, and make available to the public a final report on progress toward accomplishment of the goals; and
  - b. Will develop (in consultation with the entities required to be consulted pursuant to subsection 432(b)) and add to the plan a statement of the goals intended to be accomplished by the end of the 5<sup>th</sup> succeeding fiscal year.
3. The State/Tribe assures that it will annually prepare, furnish to the Secretary, and make available to the public a description (including separate descriptions with respect to family preservation services, community-based family support services, time-limited family reunification services, and adoption promotion and support services) of:
  - a. The service programs to be made available under the plan in the immediately succeeding fiscal year;
  - b. The populations which the programs will serve; and
  - c. The geographic areas in the State in which the services will be available.
4. The State/Tribe assures that it will perform the annual activities in the 432(a)(5)(A) in the first fiscal year under the plan, at the time the State submits its initial plan, and in each succeeding fiscal year, by the end of the third quarter of the immediately preceding fiscal year.
5. The State/Tribe assures that Federal funds provided under subpart 2 will not be used to supplant Federal or non-Federal funds for existing services and activities which promote the purposes of subpart 2.
6. The State/Tribe will furnish reports to the Secretary, at such times, in such format, and containing such information as the Secretary may require, that demonstrate the State's/Tribe's compliance with the prohibition contained in 432(a)(7)(A) of the Act.

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**STATE OF LOUISIANA**  
**2010 – 2014 Child and Family Services Plan**

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7. The State/Tribe assures that in administering and conducting service programs under the subpart 2 plan, the safety of the children to be served shall be of paramount concern.

8. The State/Tribe assures that it will participate in any evaluations the Secretary of HHS may require.

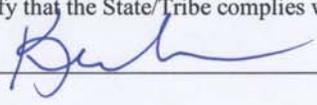
9. The State/Tribe assures that it shall administer the Child and Family Services Plan in accordance with methods determined by the Secretary to be proper and efficient.

**STATE ONLY:**

10. The State assures that not more than 10 percent of expenditures under the plan for any fiscal year with respect to which the State is eligible for payment under section 434 of the Act for the fiscal year shall be for administrative costs, and that the remaining expenditures shall be for programs of family preservation services, community based support services, time limited family reunification services, and adoption promotion and support services, with significant portions of such expenditures for each such program.

Effective Date and Official Signature

I hereby certify that the State/Tribe complies with the requirements of the above assurances.

Certified by: 

Title: Secretary

Agency: Louisiana Department of Social Services, Office of Community Services

Dated: 6-30-09

Reviewed by: \_\_\_\_\_

(ACF Regional Representative)

Dated: \_\_\_\_\_

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**State Chief Executive Officer's Assurance Statement for  
The Child Abuse and Neglect State Plan**

As Chief Executive Officer of the State of Louisiana, I certify that the State has in effect and is enforcing a State law, or has in effect and is operating a Statewide program, relating to child abuse and neglect which includes:

1. provisions or procedures for reporting known or suspected instances of child abuse and neglect (section 106(b)(2)(A)(i));
2. policies and procedures (including appropriate referrals to child protection service systems and for other appropriate services) to address the needs of infants born and identified as affected by illegal substance abuse or withdrawal symptoms resulting from prenatal drug exposure, including a requirement that health care providers involved in the delivery or care of such infants notify the child protective services system of the occurrence of such condition in such infants (section 106(b)(2)(A)(ii));
3. the development of a plan of safe care for the infant born and identified as being affected by illegal substance abuse or withdrawal symptoms (section 106(b)(2)(A)(iii));
4. procedures for the immediate screening, risk and safety assessment, and prompt investigation of such reports (section 106(b)(2)(A)(iv));
5. triage procedures for the appropriate referral of a child not at risk of imminent harm to a community organization or voluntary preventive service (section 106(b)(2)(A)(v));
6. procedures for immediate steps to be taken to ensure and protect the safety of the abused or neglected child, and of any other child under the same care who may also be in danger of abuse or neglect; and ensuring their placement in a safe environment (section 106(b)(2)(A)(vi));
7. provisions for immunity from prosecution under State and local laws and regulations for individuals making good faith reports of suspected or known instances of child abuse or neglect (section 106(b)(2)(A)(vii));
8. methods to preserve the confidentiality of all records in order to protect the rights of the child and of the child's parents or guardians, including requirements ensuring that reports and records made and maintained pursuant to the purposes of CAPTA shall only be made available to—
  - a. individuals who are the subject of the report;
  - b. Federal, State, or local government entities, or any agent of such entities, as described in number 9 below;
  - c. child abuse citizen review panels;
  - d. child fatality review panels;
  - e. a grand jury or court, upon a finding that information in the record is necessary for the determination of an issue before the court or grand jury; and
  - f. other entities or classes of individuals statutorily authorized by the State to receive such information pursuant to a legitimate State purpose (section 106(b)(2)(A)(viii));
9. provisions to require a State to disclose confidential information to any Federal, State, or local government entity, or any agent of such entity, that has a need for such information in order to carry out its responsibility under law to protect children from abuse and neglect (section 106(b)(2)(A)(ix));
10. provisions which allow for public disclosure of the findings or information about the case of child abuse or neglect which has resulted in a child fatality or near fatality (section 106(b)(2)(A)(x));
11. the cooperation of State law enforcement officials, court of competent jurisdiction, and appropriate State agencies providing human services in the investigation, assessment, prosecution, and treatment of child abuse or neglect (section 106(b)(2)(A)(xi));
12. provisions requiring, and procedures in place that facilitate the prompt expungement of any records that are accessible to the general public or are used for purposes of employment or other background checks in cases determined to be unsubstantiated or false, except that nothing in this section shall prevent State child protective services agencies from keeping information on unsubstantiated reports in their casework files to assist in future risk and safety assessment (section 106(b)(2)(A)(xii));
13. provisions and procedures requiring that in every case involving an abused or neglected child which results in a judicial proceeding, a guardian ad litem, who has received training appropriate to the role, and who may be

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- an attorney or a court appointed special advocate who has received training appropriate to that role (or both), shall be appointed to represent the child in such proceedings—
- a. to obtain firsthand, a clear understanding of the situation and needs of the child; and
  - b. to make recommendations to the court concerning the best interests of the child (section 106(b)(2)(A)(xiii));
14. the establishment of citizen review panels in accordance with subsection 106(c) (section 106(b)(2)(A)(xiv));
15. provisions, procedures, and mechanisms—
- a. for the expedited termination of parental rights in the case of any infant determined to be abandoned under State law; and
  - b. by which individuals who disagree with an official finding of abuse or neglect can appeal such finding (section 106(b)(2)(A)(xv));
16. provisions, procedures, and mechanisms that assure that the State does not require reunification of a surviving child with a parent who has been found by a court of competent jurisdiction—
- a. to have committed a murder (which would have been an offense under section 1111(a) of title 18, United States Code, if the offense had occurred in the special maritime or territorial jurisdiction of the United States) of another child or such parent;
  - b. to have committed voluntary manslaughter (which would have been an offense under section 1112(a) of title 18, United States Code, if the offense had occurred in the special maritime or territorial jurisdiction of the United States) or another child or such parent;
  - c. to have aided or abetted, attempted, conspired, or solicited to commit such murder or voluntary manslaughter; or
  - d. to have committed a felony assault that results in the serious bodily injury to the surviving child or another child of such parent (section 106(b)(2)(A)(xvi));
17. provisions that assure that, upon the implementation by the State of the provisions, procedures, and mechanisms under number 16 above, conviction of any one of the felonies listed in number 16 above constitute grounds under State law for the termination of parental rights of the convicted parent as to the surviving children (section 106(b)(2)(A)(xvii));
18. provisions and procedures to require that a representative of the child protective services agency shall, at the initial time of contact with the individual subject to a child abuse and neglect investigation, advise the individual of the complaints or allegations made against the individual, in a manner that is consistent with laws protecting the rights of the reporter (section 106(b)(2)(A)(xviii));
19. provisions addressing the training of representatives of the child protective services system regarding the legal duties of the representatives, which may consist of various methods of informing such representatives of such duties, in order to protect the legal rights and safety of children and families from the initial time of contact during investigation through treatment (section 106(b)(2)(A)(xix));
20. provisions and procedures for improving the training, retention and supervision of caseworkers (section 106(b)(2)(A)(xx));
21. provisions and procedures for referral of a child under the age of 3 who is involved in a substantiated case of child abuse or neglect to early intervention services funded under part C of the Individuals with Disabilities Education Act (section 106(b)(2)(A)(xxi));
22. **not later than June 25, 2005 (2 years after the enactment of Public Law 108-36)**, provisions and procedures for requiring criminal background checks for prospective foster and adoptive parents and other adult relatives and non-relatives residing in the household (section 106(b)(2)(A)(xxii));
23. procedures for responding to the reporting of medical neglect (including instances of withholding of medically indicated treatment from disabled infants with life-threatening conditions), procedures or programs, or both (within the State child protective services system), to provide for—
- a. coordination and consultation with individuals designated by and within appropriate health care facilities;
  - b. prompt notification by individuals designated by and within appropriate health-care facilities of cases of suspected medical neglect (including instances of withholding of medically indicated treatment from disabled infants with life-threatening conditions); and

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- c. authority, under State law, for the State child protective services system to pursue any legal remedies, including the authority to initiate legal proceedings in a court of competent jurisdiction, as may be necessary to prevent the withholding of medically indicated treatment from disabled infants with life-threatening conditions (section 106(b)(2)(B)); and
- 24. authority under State law to permit the child protective services system of the State to pursue any legal remedies, including the authority to initiate legal proceedings in a court of competent jurisdiction, to provide medical care or treatment for a child when such care or treatment is necessary to prevent or remedy serious harm to the child, or to prevent the withholding of medically indicated treatments from disabled infants with life-threatening conditions (section 113).

Signature of Chief Executive Officer: \_\_\_\_\_

Date: 6-30-09

Reviewed by: \_\_\_\_\_  
(ACF Regional Representative)

Dated: \_\_\_\_\_

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**State Chief Executive Officer's Certifications for the  
Chafee Foster Care Independence Program**

As Chief Executive Officer of the State of Louisiana, I certify that the State has in effect and is operating a Statewide program relating to Foster Care Independent Living and that the following provisions to effectively implement the Chafee Foster Care Independence Program are in place:

1. The State will provide assistance and services to youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(A)];
2. Not more than 30 percent of the amounts paid to the State from its allotment for a fiscal year will be expended for room and board for youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(B)];
3. None of the amounts paid to the State from its allotment will be expended for room or board for any child who has not attained 18 years of age [Section 477(b)(3)(C)];
4. The State will use training funds provided under the program of Federal payments for foster care and adoption assistance to provide training to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living, and will, to the extent possible, coordinate such training with the independent living program conducted for adolescents [Section 477(b)(3)(D)];
5. The State will adequately prepare prospective foster parents with the appropriate knowledge and skills to provide for the needs of the child before a child, under the supervision of the State, is placed with prospective foster parents and that such preparation will be continued, as necessary, after the placement of the child. [Section 471(a), as amended];
6. The State has consulted widely with public and private organizations in developing the plan and has given all interested members of the public at least 30 days to submit comments on the plan [Section 477(b)(3)(E)];
7. The State will make every effort to coordinate the State programs receiving funds provided from an allotment made to the State under subsection (c) with other Federal and State programs for youth (especially transitional living youth projects funded under part B of title III of the Juvenile Justice and Delinquency Prevention Act of 1974); abstinence education programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work programs offered by high schools or local workforce agencies [Section 477(b)(3)(F)];
8. Each Indian tribe in the State has been consulted about the programs to be carried out under the plan; there have been efforts to coordinate the programs with such tribes; and benefits and services under the programs will be made available to Indian youth in the State on the same basis as to other youth in the State [Section 477(b)(3)(G)];
9. Adolescents participating in the program under this section will participate directly in designing their own program activities that prepare them for independent living and the adolescents will be required to accept personal responsibility for living up to their part of the program [Section 477(b)(3)(H)]; and
10. The State has established and will enforce standards and procedures to prevent fraud and abuse in the programs carried out under the plan [Section 477(b)(3)(I)].

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Date

6-30-09

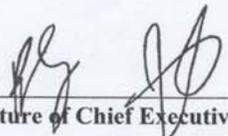
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**State Chief Executive Officer's Certification  
for the  
Education and Training Voucher Program  
Chafee Foster Care Independence Program**

As Chief Executive Officer of the State of Louisiana, I certify that the State has in effect and is operating a Statewide program relating to Foster Care Independent Living and that the following provisions will be implemented as of September 30, 2003:

1. The State will comply with the conditions specified in subsection 477(i).
2. The State has described methods it will use to:
  - ensure that the total amount of educational assistance to a youth under this and any other Federal assistance program does not exceed the total cost of attendance; and
  - avoid duplication of benefits under this and any other Federal assistance program, as defined in section 477(3)(b)(J).

  
\_\_\_\_\_  
**Signature of Chief Executive Officer**

**Date**

6-30-09  
\_\_\_\_\_

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**ACRYNOMS**

<b>ACRONYM</b>	<b>TERM</b>
<b>ACCESS</b>	A Comprehensive Enterprise Social Service System
<b>ACLSA</b>	Ansell-Casey Life Skills Assessment
<b>AD</b>	Adoption Program
<b>AFCARS</b>	Adoption & Foster Care Analysis & Reporting System
<b>AFF</b>	Assessment of Family Functioning
<b>AR/FTC</b>	Administrative Review/Family Team Conference
<b>ASFA</b>	Adoption and Safe Families Act
<b>CASA</b>	Court Appointed Special Advocate
<b>CBCAP</b>	Community Based Child Abuse Prevention
<b>CEP</b>	Clinical Evaluation Program
<b>CFCIP</b>	Chafee Foster Care Independence Program
<b>Ch. C..</b>	Children's Code
<b>CIP</b>	Court Improvement Program
<b>CQI</b>	Continuous Quality Improvement
<b>D &amp; A</b>	Diagnostic and Assessment Home
<b>DOE</b>	Department of Education
<b>ETV</b>	Educational Training Vouchers
<b>FAFRC</b>	Foster and Adoptive Parent Family Resource Centers
<b>FAST</b>	Financial Assessment Transaction Form
<b>FATS</b>	Family Assessment Tracking System
<b>FC</b>	Foster Care
<b>FDGM</b>	Family Group Decision Making
<b>FINS</b>	Families in Need of Services
<b>FS</b>	Family Services
<b>FTC</b>	Family Team Conference
<b>HA</b>	Adoptive Home
<b>HB</b>	Foster Home
<b>HD</b>	Home Development
<b>HP/RRP</b>	Homeless Prevention/Rapid Re-housing Program
<b>IA</b>	Interagency Agreement
<b>ICPC</b>	Interstate Compact on the Placement
<b>IHBS</b>	Intensive Home Based Services
<b>ILC</b>	Independent Living Coordinator
<b>ILP</b>	Independent Living Provider
<b>ILSP</b>	Independent Living Skills Program
<b>IT</b>	Information Technology
<b>IV-B</b>	Section of the Social Security Act: federal funding source with emphasis on pre-placement and prevention, capped entitlement program allocated on 75/25 match.
<b>IV-E</b>	Section of the Social Security Act: federal funding source for foster care, 50/50 match for program administration, 70/30 state match Medicaid rate.

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<b>ACRONYM</b>	<b>TERM</b>
<b>LA KISS</b>	Louisiana Kinship Integrated Service System
<b>LA RAPP</b>	Louisiana Relatives as Parents Program
<b>LDOL</b>	Louisiana Department of Labor
<b>LIHEAP/FCAP</b>	Low Income Home Energy Assistance Program/Family Crisis Assistance Program
<b>LIFTS</b>	Louisiana Innovations for Family Transformation and Safety
<b>MEPA/IPA</b>	Multi-Ethnic Placement Act/Inter-Jurisdictional Placement Act
<b>MST</b>	Multi-Systemic Therapy
<b>LRS</b>	Louisiana Rehabilitation Services
<b>LYLAC</b>	Louisiana Youth Leadership Advisory Council
<b>MOU</b>	Memorandum of Understanding
<b>NCANS</b>	National Child Abuse and Neglect System
<b>NPP</b>	Nurturing Parent Program
<b>NYTD</b>	National Youth in Transition Database
<b>PAF</b>	Preventive Assistance Funds
<b>PSH</b>	Permanent Supportive Housing
<b>QA</b>	Quality Assurance
<b>RAF</b>	Reunification Assistance Funds
<b>RAM</b>	Regional Administrative Memorandum (no longer in use)
<b>RFP</b>	Request for Information
<b>RFP</b>	Request for Proposal
<b>SACWIS</b>	State Agency Child Welfare Information System
<b>SCR</b>	State Central Registry
<b>SDM</b>	Structured Decision Making
<b>SP</b>	Services to Parents
<b>SSBG</b>	Social Services Block Grant
<b>SSDIB</b>	Social Security Disability Income Benefits
<b>SSI</b>	Supplemental Security Income
<b>TAP</b>	Transitional Assistance (housing) Program
<b>TFC</b>	Therapeutic Foster Care
<b>TIPS</b>	Tracking, Information and Payment System
<b>TP</b>	Transition Plan
<b>TPR</b>	Termination of Parental Rights
<b>WIA</b>	Workforce Investment Act
<b>WIB</b>	Workforce Investment Board
<b>YAP</b>	Young Adult Program