



2021

Louisiana Court Improvement Program

Strategic Plan

Prepared by:



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The Louisiana CFSR Round 3 review occurred between April 1, 2018 and September 30, 2018. Following the CFSR process, Louisiana participated in a PIP development pilot led by the Children’s Bureau and the Capacity Building Center for States and Courts to review CFSR outcomes, examine root causes, and develop a theory of change and logic model in conjunction with key stakeholders across the state. During the onsite PIP development meetings five cross cutting themes emerged:

- Safety and assessment;
- Engagement;
- Workforce development;
- Service array; and,
- Quality legal representation.

The Louisiana Supreme Court, CIP, and Pelican Center for Children and Families will take the lead on:

- Service array; and,
- Quality legal representation.

In addition, CIP is continuing work on items from the prior strategic plan:

- Improving hearing quality; and,
- Safety decision making (assessments).

These four topics are the subject of this CIP Strategic Plan.

Priority Area #1: Quality Legal Representation

Outcome #1:

- Parents and children do not consistently have access to quality representation because attorneys may not be timely appointed, trained in child welfare best practices, principles, law and competencies, included in family team meetings, and able to access collateral supports to effectively advocate for their clients.
- The pathway to improving safety and permanency outcomes for children and families is by ensuring timely, quality legal representation for children and families.
- Fewer children will enter foster care, and for those that do enter foster care, a higher rate will returned home more quickly or reach permanency within 12 months, when Louisiana has an adequate number of qualified, competent attorneys with specialized child welfare knowledge and high standards of practice to work with families at the earliest time possible to present the department and courts with all the information about the family that is available, to offer alternatives to family separation and to keep parents and youth engaged in the process.

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

- Too few children who enter foster care in Louisiana are discharged to permanency within a 12-month period. The recent federal Child and Family Services Review (CFSR) of Louisiana's foster care system rated the State's performance on this measure as needing improvement, as only 20% of cases reviewed by federal auditors were in substantial conformity with state and federal law and policies. Similarly, in only 25% of cases was achieving reunification, guardianship, adoption, or another planned permanent living arrangement deemed a strength of the system.
- Research demonstrates that strong legal representation for parents and children can reduce the number of children entering foster care and can expedite the reunification of children in care. Even when children are not able to return home, data suggests that strong representation can expedite other permanency options, such as guardianship or adoption. Thus, stakeholders believe that investing in legal representation can help the state achieve better outcomes related to permanency within the first twelve months of a case.

Theory of Change:

When Louisiana has an adequate number of qualified, competent attorneys and support staff with specialized child welfare knowledge and high standards of practice assigned to work with families at the earliest time possible:

- The department and courts will have more information about the family's strengths and needs;
- The agency and court can offer alternatives to family separation;
- Parents and youth will be better informed and better engaged in the process; and,
- There will be less need for children to enter or remain in care.

A summary of the Theory of Change includes the following activities and outcomes. They are discussed in greater detail below.

Activities

- Pilot programs will be created in four jurisdictions to introduce the highest quality of legal representation for parents and children in child welfare cases.
- Parent and children’s attorneys in the pilot parishes will receive training on high quality legal representation to effectively advocate for their clients in court and out of court.
- Attorneys in the pilot parishes will be appointed at the earliest possible time and be present at the continued custody hearing to represent and advocate for clients.
- Attorneys in the pilot parishes will work with a parent advocate, peer advocate, and/or social worker to better address the families’ needs.

So that...

- Attorneys in the pilot parishes will have enhanced knowledge and skills to competently represent their clients in child welfare proceedings.

So that...

- Attorneys in the pilot parishes will have parent advocate, peer advocate, and/or social workers who can participate in out-of-court meetings and planning sessions.

So that...

- Fewer court delays due to lack of parties and/or counsel at the continued custody hearing will occur in the pilot parishes.

So that...

- Judges, attorneys, and agency workers will have sufficient information to create a plan that meets the families’ needs and builds on their strengths.

So that...

- Parents at risk of having their children removed from their home will have access to timely legal aid and social service assistance to remediate the threats and avoid the child’s removal from the home by resolving ancillary exacerbating issues.

So that...

- Families will have a better understanding of what is required of them and will be more active and engaged in the process.

So that...

- Families will successfully complete services and create safe and supporting home environments.

So that...

Fewer children will enter foster care, and for those who do enter foster care, a higher rate will reach permanency within 12 months.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/Activity <i>Complete, Ongoing, Abandoned</i>
Action Step 1 – Gather Information 1.1 Collect data to evaluate the effectiveness of other multidisciplinary representation models that have been established in other states.	<ul style="list-style-type: none"> ▪ CIP ▪ Consultant (Center for Policy Research) ▪ Judges and related court stakeholders ▪ Public Defender Board ▪ Entities providing legal representation for children ▪ Orleans Parish Parent Representation Project ▪ ABA Center on Children and the Law 	A brief describing how programs in other states function and their finding related to case outcomes.	<p>Short Term: This information has been used in making decisions regarding how the pilots will be structured. It has also been used to provide information to judges, attorneys, and department staff on multidisciplinary representation.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Outline of the data and information for 3 multidisciplinary parent representation models have been completed.</p>	November 30, 2019			Complete
1.2 Collect data to evaluate the effectiveness of Louisiana’s pilot multidisciplinary parent representation program in Orleans Parish that was established through the CIP in partnership with the Kellogg Foundation and the Orleans Public Defender’s Office.	<ul style="list-style-type: none"> ▪ Consultant (Center for Policy Research) ▪ Orleans Parish Parent Representation Project 	The data collection tool developed for the Orleans Parish Parent Representation Project can be implemented in the pilot parishes.	<p>Short Term: The data collected in Orleans Parish may help the pilot parishes demonstrate the efficacy of a multidisciplinary team to funders and other potential partners.</p> <p>Long-term: Fewer children will enter foster care, and for</p>	December 31, 2020		Qualitative data has been captured which demonstrates program efficacy.	Ongoing

			<p>those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Nancy Thoennes with the Center for Policy Research is evaluating the multidisciplinary parent representation program in Orleans Parish. A first round of interviews has been conducted with the team providing services in Orleans Parish (the parent's attorney, the social worker and parent advocate) as well as with the Director of the Client Services Division of the Public Defenders' Office and the judge hearing these cases. The Center for Policy Research is reviewing 100 pre-model files and 100 files with the model in place. They will then submit a full data analysis of the effectiveness of the Orleans parish model.</p>				
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<p>1.3 Identify the attributes of a high-quality multidisciplinary parent and child representation model that can be implemented in Louisiana (taking into consideration local organizational structure, judicial and agency leadership, available parent representation, percentage of families eligible for Title IV-E funds, available funding for the program, and other factors). The attributes to be considered include:</p> <ul style="list-style-type: none"> ▪ The types of cases that will be handled (and any exclusions); ▪ Whether all cases filed with the court will be assigned to the pilot and whether other referral mechanisms will be allowed; ▪ Standards for advocacy, client engagement, investigations, discovery, court preparation, out of court advocacy, handling ancillary legal matters, assessing service needs, and connecting to services; and ▪ Procedures for the assignment of conflict attorneys. 	<ul style="list-style-type: none"> ▪ Public Defender Board ▪ Entities providing legal representation for children ▪ CIP ▪ DCFS ▪ ABA Center on Children and the Law 	<p>A comprehensive paper on the attributes of a high-quality legal representation model has been written. The paper provides background and research in addition to identifying state-specific issues. The paper has been distributed to stakeholders, including, but not limited to, judges, attorneys, and DCFS.</p>	<p>Short Term: The paper will inform the implementation of the multidisciplinary team in the pilot parishes.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: The Pelican Center/CIP has collected information on various representation models, received approval and input from the Public Defender Offices on the model, identified the attributes, and have finalized the model.</p>	<p>November 30, 2019</p>			<p>Complete</p>
<p>Action Step 2 – Develop Agreement with DCFS to Access Funds for Parent and Child Representation.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Public Defender Board and Public Defender’s Offices ▪ Entities providing legal representation for children 	<p>MOU.</p>	<p>Short Term: This will create the basis of improving representation.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p>	<p>May 30, 2020</p>			<p>Complete</p>

			Progress: MOUs have been written between DCFS and Louisiana Public Defender Board and between DCFS and the child representation agencies to claim federal reimbursement for representation. Funds collected will aid in providing quality representation.					
<p>Action Step 3 – Site Selection: Pre-Removal</p> <p>3.1 Select a court or courts to implement a high-quality multidisciplinary pre- removal representation program, in one or more of the pilot parishes. DCFS will refer certain cases where children are at risk of removal to the program, where appropriate, to prevent children from entering foster care. Factors to be considered include:</p> <ul style="list-style-type: none"> ▪ Organizational structure; ▪ Judicial and agency leadership; ▪ Sufficient legal counsel; and, ▪ Percentage of families eligible for Title IV-E funds, and other factors. 	<ul style="list-style-type: none"> ▪ DCFS ▪ Public Defender’s Offices and Public Defender Board ▪ Entities providing legal representation for children ▪ Civil legal service provider ▪ Law school ▪ State Bar Association ▪ Legal Services of New Jersey ▪ Iowa Legal Aid ▪ Legal Aid Services of Oklahoma ▪ Michigan PIP ▪ ABA Center on Children and the Law 	Two pilot parishes have been identified for developing a program that assists families with civil legal issues in order to prevent removal of children from their families.	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: The civil legal service provider, DCFS, and the Pelican Center have met and discussed a pre-removal program. We will be meeting again in early August 2020 with civil legal service providers in other jurisdictions who already have such a collaboration up and running. This will help us solidify a model and referral process locally.</p>	May 30, 2020	Parishes and the civil legal service providers have been identified.	Need to solidify process with DCFS and civil legal service provider.	Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.	Ongoing
<p>Action Step 4 – Develop a Pre-Removal Procedure Manual</p> <p>4.1 Develop and document a strategy to implement the pre-removal process to prevent children from</p>	<ul style="list-style-type: none"> ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defender Board and/or Public Defender’s Offices 	A manual that specifies how cases will be handled will be created and disseminated.	Short Term: The information will be used in attorney trainings and in bringing the DCFS agency’s offices on board.	May 30, 2021		Model needs to be finalized.	Partnering with DCFS CQI unit and Children’s Attorneys through the MIS to track data.	Ongoing

<p>entering foster care.</p>	<ul style="list-style-type: none"> ▪ Entities providing legal representation for children ▪ Civil legal service provider ▪ Community partners ▪ CASA ▪ ABA Center on Children and the Law 		<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: The civil legal service provider, DCFS, and the Pelican Center have met and discussed a pre-removal program. We will be meeting again in early August 2020 with civil legal service providers in other jurisdictions who already have such a collaboration up and running. This will help us solidify a model and referral process locally.</p>				
<p>Action Step 5 – Site Selection: Post-Removal Representation Program</p> <p>5.1 Select a court or courts to implement a high-quality multidisciplinary post- removal representation program, in one or more of the pilot parishes. Factors to be considered include:</p> <ul style="list-style-type: none"> ▪ Organizational structure; ▪ Judicial and agency leadership; ▪ Sufficient legal counsel; and, ▪ Percentage of families eligible for Title IV-E funds, and other factors. 	<ul style="list-style-type: none"> ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defender Board and Public Defenders’ Offices ▪ Orleans Parish Parent Representation Program ▪ Entities providing legal representation for children ▪ KidsVoice ▪ Children’s Law Center of California ▪ ABA Center on Children and the Law 	<p>One or more pilot parishes will be identified.</p>	<p>Short Term: Work to create a viable model in the parish can begin.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Parish has been identified for multidisciplinary parent representation. Public defender office has identified which member of</p>	<p>May 30, 2021</p>	<p>Awaiting reimbursement of claims made by Public Defender Board for implementation and additional buy-in from Public defender office. Because the public defender office has been severely impacted by COVID-19 and has had to turn attention to funding issues, additional</p>	<p>Partnering with DCFS CQI unit and Children’s Attorneys through the MIS to track data. Data collection tool utilized by Orleans Parish Parent Representation Program may be utilized by public defender multidisciplinary teams.</p>	<p>Ongoing</p>

			the multidisciplinary team they want to add to their office. In addition, one of the child representation programs is currently in the process of looking to hire social workers and peer advocates in some of the pilot parishes.		funding streams may need to be identified.		
<p>Action Step 6 – Develop a Post-Removal Procedure Manual</p> <p>6.1 Develop and document a strategy to implement the post-removal process to expediate permanency.</p>	<ul style="list-style-type: none"> ▪ DCFS ▪ Judges and court stakeholders ▪ Public Defenders Offices ▪ Entities providing legal representation for children ▪ CASA ▪ ABA Center on Children and the Law ▪ CIP ▪ LDAA 	A manual that specifies how cases will be handled will be created and disseminated.	<p>Short Term: This information will be used in attorney trainings and in bringing the DCFS agency's offices on board.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p>	May 30, 2021			Not started
<p>Action Step 7 – Draft proposed DCFS Policies and Court Rules</p> <p>7.1 Create policies and court rules needed to support the implementation of the models in each pilot parish and, if found to be feasible, statewide.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defender's Offices ▪ Entities providing legal representation for children ▪ CASA 	Policies, procedures, and court rules to govern the pilot sites.	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p>	May 30, 2021			Not started
<p>7.2 Establish a procedure with the courts and DCFS to ensure parents' and children's attorneys are able to appear at the continued custody hearing absent good cause and that the same attorney will continue throughout the proceedings.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges ▪ Public Defender Board ▪ Entities providing legal representation for children 	Directive from Supreme Court to judges to appoint attorney programs and provide pleadings to attorneys as early as possible. Contact information for parents now	<p>Short Term: This will improve the quality of representation at the Continued Custody Hearing.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve</p>	August 15, 2020	Need to meet with DCFS to develop a consistent strategy for getting children's attorneys the placement information	Partnering with DCFS CQI unit and Children's Attorneys through the MIS to track data.	Ongoing

		provided in pleadings. Need mechanism for ensuring placement contact information is relayed to child representation programs.	(12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3. Progress: We have solidified a directive from the Supreme Court regarding early appointment of attorneys and a mechanism for getting parent contact information to parent attorneys, so they may prepare in advance of the hearing. We are still working on getting a consistent effective process so that children's attorneys receive contact information for their clients in advance of the hearing.		prior to the hearing so that the attorneys are prepared.		
7.3 Establish a procedure with the courts and DCFS to ensure parents' and children's attorneys will participate in out-of-court meetings including Family Team Meetings and making sure attendance is documented and tracked and preparing children and parents in advance for court appearances.	<ul style="list-style-type: none"> ▪ DCFS ▪ Judges ▪ Public Defender Board ▪ Entities providing legal representation for children 	As the result of the work of a multi-agency workgroup established by CIP, DCFS has implemented a policy to require supervisor attendance at the initial FTM. Supervisor is to review the record before the FTM which includes determining if there was timely notice. DCFS will place more focus on helping parents understand the value of having the parent and child attorneys at the FTM. The multidisciplinary	<p>Short Term: Increase out-of-court advocacy efforts for parents and children.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: There has been a workgroup focused on enhancing DCFS internal practice around holding Family Team Meetings (FTM) and maintaining fidelity to the policy. One issue the group identified was notice of the FTMs to attorneys and CASA. There is a new DCFS policy and practice that was revised in March 2020 to</p>	May 30, 2020		Partnering with DCFS CQI unit and Children's Attorneys through the MIS to track data.	Complete

		<p>representation model will increase capacity for attendance at FTMs.</p> <p>The revised Continued Custody Order requires that DCFS provide reasonable notice of FTMs to all attorneys and the revised Bench Book highlights the importance of FTMs to judges.</p>	<p>address some of the issues with FTMs. For example, the Foster Care Manager (FCM) must now participate in all initial FTMs.</p> <p>The FCM is to review the record before the FTM. In reviewing the record, the FCM will look to see if notices were sent out in a timely fashion. In addition, DCFS will place more focus on helping parents understand the role of the child and parent attorneys. DCFS will talk to the parent about the value of including the attorneys in the FTM. In addition, the Multidisciplinary Representation Team model will provide additional capacity for attendance at FTMs. With help from social workers and/or parent advocates, attorneys will likely be able to attend FTMs more regularly. If the attorney is unavailable, the social workers and/or parent advocates who are part of the attorney team can attend FTMs. Further, the revised Juvenile Judges Bench Book Section on the Continued Custody Hearing (CCH) highlights that notice needs to be given to attorneys of the FTMs. The revised CCH Order requires that the Department provide reasonable notice of all FTMs to attorneys for parents and minor children. Finally, in order to gather more</p>				
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			information about barriers to FTM attendance, a small group of parent attorneys are completing surveys for each FTM held during a two-week period about whether they attended, the reason(s) they did not attend, and ways to address barriers to attendance.				
Action Step 8 – Collateral Supports 8.1 Identify collateral supports in the identified courts in the pilot parishes for parent attorneys to access.	<ul style="list-style-type: none"> ▪ Attorneys ▪ DCFS ▪ Judges ▪ Other court stakeholders ▪ My Community Cares ▪ CASA ▪ Community Partners 	Collateral supports identified.	<p>Short Term: This step is a prerequisite for services to begin.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p>	May 30, 2021			Not Started

Action Step 9 – Budgeting 9.1 Create a budget to support the program in each identified court.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the pilot sites ▪ Public Defender’s Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites 	Budget created.	<p>Short Term: This step is a prerequisite for services to begin.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: The budget from the Orleans Parish Parent Representation Program has been obtained to help understand the costs</p>	May 30, 2021	Need to meet with Public Defender Office to ensure funding for members of the multidisciplinary team is sustainable.	Partnering with DCFS CQI unit and Children’s Attorneys through the MIS to track data.	Ongoing
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			involved. We have also identified the amount of funding available to the pilot parishes for multidisciplinary representation given federal claims for reimbursement.				
9.2 Amend the Title IV-E State Plan to claim federal funding for the parent and child attorney fees in child protection proceedings, as needed.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Attorneys 	Amended Title IV-E State Plan.	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Title IV-E State Plan amended as to attorney's who do CINC full time but not as to attorney's that do a percentage of CINC work and as to other expenditures (i.e., rent utilities).</p>	May 30, 2021	Need to figure out of to utilize the funds for attorney's that do a percentage of CINC work and for other expenditures (i.e., rent utilities).	Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.	Ongoing Complete as to attorney's that do all CINC work, but not as to attorney's that do a percentage of CINC work and for other expenditures (i.e., rent utilities).
9.3 Create a Memorandum of Understanding (MOU) between DCFS and the CIP to allow for IV-E reimbursement for legal representation.	<ul style="list-style-type: none"> ▪ CIP ▪ Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel 	MOU.	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: MOU created and signed.</p>	May 30, 2021			Complete

<p>Action Step 10 – Training of Attorneys</p> <p>10.1 Develop high quality legal representation competencies and learning objectives for all attorneys in pilot parishes.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel 	<p>Train and resource child and parent attorneys, district attorneys and Bureau of General Counsel utilizing standards vetted by national and local experts.</p>	<p>Short Term: Enhance legal advocacy in all four CINC attorney roles.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Competencies and learning objectives have been developed.</p>	<p>April 30, 2020</p>			<p>Complete</p>
<p>10.2 Create a training plan strategy based upon the competencies and learning objectives.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel 	<p>Training Plan strategy.</p>	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Training plan created.</p>	<p>November 30, 2019</p>		<p>Pre/Post test assessments will demonstrate the percentage increase in knowledge.</p> <p>Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.</p>	<p>Complete</p>
<p>10.3 Determine how training will be provided: live, online, etc.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel 	<p>Training plan.</p>	<p>Short Term: Enhance legal advocacy in all four CINC attorney roles.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR</p>	<p>February 29, 2020</p>	<p>Knowledge of various software and technology mediums that will allow us to simulate a live training experience with enhanced engagement strategies.</p>	<p>Partnering with DCFS CQI unit and Children’s Attorneys through the MIS to track data.</p>	<p>Ongoing</p>

			<p>Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Training will be live, or virtual with use of video conferencing and/or webinar format.</p>				
10.4 Implement training program.	<ul style="list-style-type: none"> ▪ CIP Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel 	Training program implemented.	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Training scheduled has been created and advertised to child welfare stakeholders across the state.</p>	May 31, 2021		Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.	Ongoing
10.5 Evaluate training program.	<ul style="list-style-type: none"> ▪ CIP Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel 	Evaluation of training program.	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p>	May 31, 2021		Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.	Not Started
<p>Action Step 11 – Create a contract or MOU between the pilot parishes and attorneys</p> <p>11.1 This document will require parent and children’s attorneys to adhere to specific performance standards, including:</p> <ul style="list-style-type: none"> ▪ Children’s attorney will inform the court of their clients’ wishes at every 	<ul style="list-style-type: none"> ▪ CIP ▪ Entities providing legal representation for children in the pilot sites ▪ Public Defender Board and Public Defender’s Offices in the pilot sites 	Clear expectations for attorney performance will be generated.	<p>Short Term: This MOU promotes the quality of legal representation needed to ensure due process for families in CINC cases.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve</p>	May 31, 2021	Need to meet with CIP and entities providing legal representation for children in pilot sites to finalize reporting so we can execute the MOU.	Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.	Ongoing

<p>hearing; and,</p> <ul style="list-style-type: none"> Parent and Children’s attorneys will inform their clients of their right to attend court hearings and shall facilitate their attendance in accordance with Louisiana law. 			<p>(12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: Draft of MOU has been written incorporating feedback from the Public Defender Board and children’s attorneys.</p> <p>The Pelican Center has developed competencies for children’s and parents’ attorneys to resource courtroom attorneys and their supervisors. These competencies will ensure effective representation for children and parents and have been vetted by national and local experts in the field. Many of the parent attorney competencies that have been developed will help parents experience due process and procedural fairness in CINC proceedings. These competencies include: “Ensure the parent’s voice is heard and understood in the proceedings;” “Advocate for the client;” “Communicate with the parents regularly;” and “Build a relationship of trust and ensure that the parent experiences fairness in the process.” A broader training plan strategy for the PIP has been developed, directed by the legal</p>				
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			<p>competencies described above. This strategy addresses how to most effectively educate attorneys about the essential practices of representing children and parents. In addition, the revised Juvenile Judges Bench Book emphasizes that the court must consider the wishes of the child and parent in its determination and that while the attorney must express these wishes (via evidence, testimony or a statement on the record), the judge should inquire as to the wishes if the parent is not represented and if the attorney has not done so. In-person court observation is another strategy for determining whether children’s wishes are coming across in court and how often parents’ attorneys are stipulating at hearings without apprising parents of the processes, their rights, and the law. Law student externs can be utilized to collect this information in some or all of the pilot parishes.</p> <p>Two of the competencies for children’s attorneys are: “Confirm children receive proper notice of the hearings;” and “Ensure the</p>				
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			<p>child has an opportunity to attend and participate in court hearings.”</p> <p>Accountability for this activity will be sought through the Louisiana Supreme Court. Currently, the service providers must provide a “service plan of delivery” to the Louisiana Supreme Court annually. The Supreme Court is recommending that the three agencies be required to include the deliverable data as part of their annual report. Such regular reporting will highlight current practices and problems. We will, thus, be able to formulate and implement strategies to improve problems. In addition, the revised Juvenile Judges Bench Book and revised court forms clarify the law regarding children’s attendance at court.</p>				
<p>Action Step 12 – Begin providing multidisciplinary representation in selected courts</p> <p>12.1 Pre-filing pilot.</p>	<ul style="list-style-type: none"> ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defender’s Offices ▪ Entities providing legal ▪ Civil legal service provider ▪ Community partners ▪ ABA Center on Children and the Law ▪ Legal Services of New Jersey ▪ Iowa Legal Aid ▪ Legal Aid Services of Oklahoma 	Attorneys will begin handling cases.	<p>Short Term: Beginning services, and beginning to generate data on process and outcomes, will aid in possible program expansion.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p>	May 30, 2021	The program model—including eligibility for services, referrals, and training—needs to be finalized by the Pelican Center, DCFS, and the civil legal service provider.	Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.	Ongoing

	<ul style="list-style-type: none"> Michigan PIP 		<p>Progress: We are still in the process of solidifying the model.</p>				
12.2 Post-filing pilot.	<ul style="list-style-type: none"> DCFS Judges and court stakeholders Public Defender's Offices Entities providing legal representation for children ABA Center on Children and the Law 	Parent advocate and/or social worker will begin working on the team.	<p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p> <p>Progress: We have identified a public defender office and a child representation program who are ready for a multidisciplinary team. The child representation program is still in the process of looking at hiring social workers and peer advocates. The public defender office is interested in the peer advocate. The federal monies that will help pay for the public defender peer advocate have not yet been received.</p>	May 30, 2021	Need to receive reimbursed funds for the multidisciplinary parent representation model to begin.	Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.	Ongoing
<p>Action Step 13 – Evaluation</p> <p>13.1 Identify data elements and sources needed to compare cases handled under the new models and traditional models of representation.</p>	<ul style="list-style-type: none"> CIP Evaluator Judges and related court stakeholders Public Defender's Offices Entities providing legal representation for children 	A report with findings from both pre-filing and post-filing multidisciplinary representation will be produced.	<p>Short Term: This report will be utilized as discussions take place about the future of the programs and possible expansion.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR</p>	May 30, 2021		Partnering with DCFS CQI unit and Children's Attorneys through the MIS to track data. Implement a data collection instrument with the Public Defender's Office.	Not Started

			Safety Outcome 2 and Item 2 and 3.				
13.3 Conduct analysis of pre/post data for pre-removal and post-removal cases.	<ul style="list-style-type: none"> ▪ CIP ▪ Evaluator ▪ Judges and related court stakeholders ▪ Public Defender's Offices ▪ Entities providing legal representation for children 		Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.	December 31, 2021		Partnering with DCFS CQI unit and Children's Attorneys through the MIS to track data. Utilize the data collection instrument with the Public Defender's Office cases.	Not Started
13.4 Disseminate findings.	<ul style="list-style-type: none"> ▪ CIP ▪ Evaluator ▪ Judges and related court stakeholders ▪ Public Defender's Offices ▪ Entities providing legal representation for children 		Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.	December 31, 2021		Partnering with DCFS CQI unit, Children's Attorneys and Public Defender's Office.	Not Started
Action Step 14 – Convene stakeholders for discussions of program expansion	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Foster Parents ▪ Judges and related court stakeholders ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ District attorneys ▪ Agency attorneys ▪ CASA ▪ ABA Center on Children and the Law ▪ Civil Legal Service Provider 	A written summary of the convening will be generated and widely disseminated.	<p>Short Term: This document will contain findings from the pilots, decisions related to program expansion, and proposed next steps.</p> <p>Long-term: Fewer children will enter foster care, and for those that do enter foster care, a higher rate will reach permanency within twelve (12) months. Improve CFSR Safety Outcome 2 and Item 2 and 3.</p>	December 31, 2021		Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.	Not Started

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Priority Area #2: Improving the Quality of Safety Decision-Making

Outcome #1:

CIP, in conjunction with the Louisiana Department of Children and Family Services (DCFS), will:

- Work to ensure that all relevant stakeholders are introduced to and trained in the state’s Advanced Safety Focused Practice Model.
- Work with DCFS to develop and implement in pilot sites (to be identified in a data-driven manner by and between DCFS and the CIP) an affidavit and court report template that will cover each of the key areas in Safety Decision Making.
- Assess the degree to which introducing and training on the topic, and the use of standardized forms, can:
 1. Produce changes in CFSR Safety Outcome 2 (Children are safely maintained in their homes whenever possible and appropriate), Item 3 (Risk and Safety Assessment and Management).
 2. Produce changes in CFSR Safety Outcome 2 (Children are safely maintained in their homes whenever possible and appropriate), Item 3 (Risk and Safe Assessment and Management) shows improvement over time.
 3. Produce changes in short-stayer rates.
 4. Produce changes in time to permanency (through reunification, relative placement, adoption).
 5. Produce changes in re-entry rates.
 6. Can reduce the number of children in care.

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

- There is abundant evidence to suggest a lack of clarity among state agency staff, and stakeholders regarding safety; what constitutes a safety threat, when and how to appropriately implement a safety plan, and how to link reasons for removal with conditions for return. There is a lack of understanding about the information necessary to determine the extent to which a parent’s protective capacity may mitigate safety concerns and reduce risk. This confusion contributes to a lack of focus on safety threats and conditions for return in case planning, in legal representation at every court hearing, and ultimately in appropriate and timely permanency for children.

Theory of Change

- In partnership with subject matter and implementation experts, Louisiana will systematically review its current assessment process and tools to identify real and perceived strengths and challenges to effective use. This review will involve staff at all levels and key system partners. We will formally adopt an assessment approach, corresponding terminology, and decision-making tools that emphasize family engagement, are more cohesive, consistent, valid, and easily understood by all stakeholders.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable. Progress toward Outcome</i>	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/Activity <i>Completed, Ongoing, Abandoned</i>
<p>Action Step 1 – Create policies and instruments</p> <p>1.1 Eliminate redundant policies that add to confusion regarding case practice in assessing cases. Revise policies to reflect changes consistent with the Child Welfare Assessment Model.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS 	<p>Policies consistent with the Child Welfare Assessment Model.</p>	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Work to ensure that all relevant stakeholders are introduced to and trained in the state's Advanced Safety Focused Practice Model.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p>	<p>November 30, 2020</p>		<p>Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.</p>	<p>Complete</p>
<p>1.2 Develop training documents and tools for use by staff and other stakeholders that illustrate the continuity and connectedness of information throughout the life of a case, and how the information guides decision making to improve child safety, appropriate services to reduce repeat</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ CASA 	<p>Training materials.</p>	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Work to ensure that all</p>	<p>November 30, 2020</p>		<p>Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.</p>	<p>Complete</p>

<p>maltreatment, child well-being, and timely permanency.</p>			<p>relevant stakeholders are introduced to and trained in the state's Advanced Safety Focused Practice Model.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p>				
<p>1.3 Utilize the existing Court Improvement Program workgroups, comprised of legal stakeholders and DCFS staff, to develop model forms, affidavits in support of instant orders, and court reports and orders that reflect core definitions and concepts of the Child Welfare Assessment Model and incorporate the identification of safety threats, child vulnerabilities, and parental protective capacities.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Public Defender Board ▪ Children's attorneys ▪ District Attorneys ▪ Bureau of General Counsel ▪ CASA 	<p>Model forms, Affidavits in support of instant orders, and court reports.</p>	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Provide documents that will reinforce the use of the model.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Workgroup of numerous child welfare stakeholders has been formed and meeting regularly to accomplish this deliverable.</p>	<p>November 30, 2020</p>	<p>Continue to meet with workgroup to edit documents.</p>	<p>Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.</p>	<p>Ongoing</p>
<p>1.4 Add court forms/model forms and instructions into DCFS policy and technology system(s) of record for use by all DCFS staff.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS 	<p>Updated policies.</p>	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment,</p>	<p>November 30, 2020</p>	<p>Continue to meet with workgroup to edit documents.</p>	<p>Partnering with DCFS CQI unit and Children's attorneys through the</p>	<p>Ongoing</p>

			<p>ensure appropriate services, and achieve timely permanency for children. Allows for implementation of the new documents.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Workgroup of numerous child welfare stakeholders has been formed and meeting regularly to accomplish this deliverable.</p>			MIS to track data.	
1.5 CIP Staff to collaborate with legal stakeholders to support consistent application of the newly developed affidavit forms, court reports, and orders.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ CASA ▪ District attorneys ▪ Bureau of General Counsel ▪ Judges? ▪ Court staff 	Training.	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Reinforce the proper use of the new documents.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p>	November 2020-September 2021		Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.	Not Started
1.6 Add newly developed affidavit forms, court reports, and orders to the Louisiana Supreme Court website and other websites and resources judges utilize.	<ul style="list-style-type: none"> ▪ CIP ▪ Judges and related court stakeholders 	Affidavit forms, court reports, and orders to the Louisiana Supreme Court website and	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment,</p>	November 30, 2020	Continue to meet with workgroup to edit documents.	Partnering with DCFS CQI unit and Children's attorneys through the	Ongoing

		other websites judges utilize.	<p>ensure appropriate services, and achieve timely permanency for children. Encourage judicial understanding of and use of the new approach.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Workgroup of numerous child welfare stakeholders has been formed and meeting regularly to accomplish this deliverable.</p>			MIS to track data.	
<p>Action Step 2 – Implementation</p> <p>2.1 Implement use of affidavit forms, court reports, and orders in the 4 pilot parishes.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defenders’ Offices and/or Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel ▪ CASA 	Affidavit forms, court reports, and orders in use.	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Test the new approach in four parishes.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p>	November 2020-September 2021		Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.	Not Started
2.2 Develop a strategy to implement use of affidavit forms, court reports, and orders in all parishes.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders 	Plan for expanding the use of Affidavit forms, court reports, and Orders.	Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety,	November 2020-September 2021		Partnering with DCFS CQI unit and Children’s attorneys through the	Not Started

	<ul style="list-style-type: none"> ▪ Public Defenders' Offices and/or Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel ▪ CASA 		<p>reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Begin plans for statewide implementation.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p>			MIS to track data.	
2.3 Through existing CIP workgroups, develop and implement judge's bench cards that assist in reinforcing safety and risk principles, and supports to timely permanence.	<ul style="list-style-type: none"> ▪ CIP ▪ Judges and related court stakeholders ▪ DCFS ▪ Public Defender Board ▪ Entities providing legal representation for children ▪ District attorneys ▪ Bureau of General Counsel ▪ CASA 	Bench cards that assist in reinforcing safety and risk principles and supports timely permanence.	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Encourage judges to use the new assessment model.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Workgroup of numerous child welfare stakeholders has been formed and meeting regularly to accomplish this deliverable.</p>	November 30, 2020	Continue to meet with workgroup to edit bench cards.	Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.	Ongoing
2.4 Develop comprehensive communication and training plan of The Child Welfare Assessment Model, including incorporation of material into	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS 	Communication and training plan.	Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety,	October 2019-September 2021		Partnering with DCFS CQI unit and Children's attorneys through the	Ongoing

ongoing training such as New Worker Training, Supervisory Training, etc.			<p>reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Begin plans for statewide training.</p> <p>Long Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Improve CFSR Safety Outcome 2 and Items 2 and 3.</p>			MIS to track data.	
2.5 In partnership with the Child Welfare Training Academy and the Pelican Center, identify leads and a pool of trainers that will conduct training in each region.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defender’s Offices ▪ Entities providing legal representation for children ▪ CASA 	Pool of trainers to conduct training in each region.	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Begin preparation for statewide training.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Pool of trainers selected.</p>	August 30, 2020		Partnering with DCFS CQI unit and Children’s attorneys through the MIS to track data.	Complete
2.6 Prepare and support pool of trainers in their roles.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS 	Trainers begin work.	Short Term: Develop a unified assessment and decision-making model, emphasizing	February 29, 2020		Partnering with DCFS CQI unit and Children’s	Complete

	<ul style="list-style-type: none"> ▪ Judges and related court stakeholders ▪ Public Defender's Offices ▪ Entities providing legal representation for children ▪ CASA 		<p>family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Allow for implementation of statewide training.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Trainers have started training.</p>			attorneys through the MIS to track data.	
2.7 Develop and implement training plan for multidisciplinary stakeholders of core safety principles and assessment process through the Court Improvement Project.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defender's Offices ▪ Attorneys for children ▪ CASA 	Plan for training all stakeholders.	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Allow for statewide use of the new assessment model.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Training plan created.</p>	February 29, 2020		Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.	Complete

<p>2.8 Ensure that all available legal options to manage safety are used consistently to prevent children from entering foster care. Develop workgroup to assist with clarifying any available options and ensuring a common understanding amongst DCFS staff and legal stakeholders.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Foster Parent Association ▪ Judges and related court stakeholders ▪ Public Defender's Offices and/or Public Defender Board ▪ Entities providing legal representation for children ▪ CASA ▪ District Attorneys ▪ Bureau of General Counsel 	<p>Workgroup to assist with clarifying any available options and ensuring a common understanding amongst DCFS staff and legal stakeholders.</p>	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Reinforce the use of services to allow children to safely remain home.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry rates, number of children in foster care.</p> <p>Progress: Workgroup of numerous child welfare stakeholders has been formed and meeting regularly to accomplish this deliverable.</p>	<p>November 30, 2020</p>	<p>Continue to meet with workgroup to edit documents.</p>	<p>Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.</p>	<p>Ongoing</p>
<p>2.9 The Court Improvement Project will incorporate safety management strategies into trainings conducted with legal stakeholders.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ CASA 	<p>Safety management strategies into trainings conducted with legal stakeholders.</p>	<p>Short Term: Develop a unified assessment and decision-making model, emphasizing family engagement, in order to improve child safety, reduce repeat maltreatment, ensure appropriate services, and achieve timely permanency for children. Ensure all legal stakeholders are using and understand the new assessment model.</p> <p>Long Term: Improve CFSR Safety Outcome 2 and Items 2 and 3, short-stayer rates, time to permanency, re-entry</p>	<p>April 2020 – September 2021</p>		<p>Partnering with DCFS CQI unit and Children's attorneys through the MIS to track data.</p>	<p>Ongoing</p>

			rates, number of children in foster care.				
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Priority Area #3: Comprehensive Array of Services

Outcome #1:

- The Louisiana Court Improvement Program (CIP) and legal stakeholders will partner with DCFS to develop a state-wide system to support local communities and community leaders to create a more robust local service array, from prevention to permanency. This continuum of services will support and empower local communities to ensure children and families who need services are identified before maltreatment has even occurred (primary prevention) or early in abuse and neglect cases (secondary prevention) and able to participate in trauma-focused and resilience and protective capacity building activities and services. As a result, trauma to children will be prevented or reduced, fewer children will be abused and neglected, be removed, enter or re-enter foster care, and for those that do enter foster care, there will be a decrease in placement disruptions and an increase in obtaining permanency within 12 months.

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

- Data from the recent federal Child and Family Services Review (CFSR) of Louisiana’s foster care system indicates that families who encounter the child welfare system are infrequently provided, or unable to access, adequate services and supports to address their issues, strengthen their parenting capacity to prevent maltreatment, avoid removals, reduce placement disruptions and restrictive placements, or timely reunify after a removal. This data supported the idea that children are being removed from their parents when many could potentially remain with their families, return to their parents’ custody, or be placed with relative caregivers more expeditiously with accessible, available, and individualized trauma informed services and supports.
- Services are not consistently available across the state, and gaps in services exist due to lack of resources and knowledge of service needs and services that are available. The services families and parents need to receive or participate in to remove threats and vulnerabilities, complete safety plans and case plans, or build protective capacities are not being adequately assessed or are unknown by DCFS, attorney’s, the court, and community partners or are more often than not unavailable, inaccessible, inadequate, inappropriate, or have unrealistic time frames. Services are often not comprehensive, individualized, or culturally or linguistically appropriate because the most effective service provider is unknown or there are not enough service providers to meet the diverse needs of the population and local communities. Without knowledge of appropriate, accessible, and available services to connect children and families too or require children or families to participate in, DCFS is unable to make or show proof of reasonable efforts to prevent removal or return children to their family or provide services that remove threats and vulnerabilities and build the protective capacities of the parent/s or caregivers. Safety plans and case plans are thus limited and easily driven by services that are known or available rather than tailored to meet the needs of parents and children. Further, there is no mechanism to follow up with parents and families to ensure services are successful in removing the threat or vulnerabilities, building the parents protective capacities, and facilitating timely reunification.

Theory of Change:

When families and children entering the child welfare system have access to a comprehensive array of accessible, available, and individualized trauma informed services and supports, with collaborative communication, referral, tracking, and consistent service assessments:

- The agency and court can offer alternatives to family separation;
- Parents and youth will be better informed and better engaged in the process; and,
- There will be less need for children to enter or remain in care.

A summary of the Theory of Change includes the following activities and outcomes. They are discussed in greater detail below.

Activities

- Establish a Louisiana “My Community Cares” (MCC) initiative in 4 pilot sites to unify child welfare stakeholders, community partners, and service providers in local communities and build their capacity to assess community needs, identify and eliminate gaps in services, share community resources, and connect children and families to holistic, multi-generational care that strengthens protective capacities
- Create a collaborative and coordinated communication, referral, and tracking process in each pilot parish between local service providers, DCFS, legal partners, CASA, service providers, and community partners to connect families with quality services, services linked to protective capacities, timely referrals, and effective supports
- Develop a pre-placement and post-placement comprehensive assessment of services that enables DCFS and legal partners to connect families to appropriate services

So that...

- Families will have greater access to a wide array of community services

So that...

- There will be better assessments of families to identify the appropriate mix of services

So that...

- A tracking mechanism will allow DCFS and the courts to know whether the recipient accessed the service, service was appropriate, and service met the needs of the recipient

So that...

- A CQI process in each pilot parish will allow DCFS and/or the courts make changes to fill service gaps, problems with service access, and problems with client competition of services

So that...

There will be a decreased entry into care
 Duration to permanency will decrease for children experiencing removal
 There will be a decrease in incidents of maltreatment and repeat maltreatment.

Activity or Project Description	Collaborative Partners	Anticipated Outputs of Activity	Goals of Activity (short and/or Long-term)	Timeframe	Resources Needed	Plans for Evaluating Activity	Status of Project/ Activity
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable. Progress toward Outcome</i>	<i>Proposed completion date or, if appropriate, “ongoing”.</i>	<i>Where relevant identify the resources needed to complete the activity.</i>	<i>Where relevant, how will you measure or monitor change?</i>	<i>Completed, Ongoing, Abandoned</i>

<p>Action Step 1 – Create Partnerships and Organization</p> <p>1.1 Identify and convene an My Community Cares (MCC) State Level Advisory Council representing multiple disciplines and systems to meet quarterly and provide collaboration, communication, and support at the state level to strengthen the capacity of parishes and address state-wide systemic challenges and gaps in services and supports.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Children’s Justice Act ▪ Children’s Trust Fund ▪ FINS offices ▪ LASC ▪ Department of Health ▪ Public Defenders’ Offices ▪ Entities providing legal representation for children ▪ Casey Family Programs ▪ Judges ▪ Louisiana Supreme Court ▪ State and local government ▪ Private Businesses ▪ Foster Parents ▪ Parents with lived experience with DCFS ▪ Former foster youth ▪ Annie E. Casey Foundation ▪ Louisiana Child Welfare Training Academy ▪ Louisiana Parenting and Education Network 	<ul style="list-style-type: none"> ▪ Partnerships with key agencies to improve referrals and access to services. The partnerships are critical to planning and implementing a successful program and improving service array. ▪ Create a means of communication between stakeholders on the state, parish, and neighborhood level. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The Pelican Center/CIP and DCFS identified and convened a “My Community Cares” State Level Workgroup representing multiple disciplines and systems from across Louisiana. The workgroup solidified its plan and purpose at its May 2020 meeting and will continue to meet at least quarterly.</p>	<p>May 30, 2020</p>	<p>Funding beyond PIP.</p>	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Complete - Created workgroup</p> <p>Ongoing - Workgroup will continue to meet quarterly</p>
<p>1.2 Create a toolkit for parishes to use to establish a pilot site and a catalog of prevention services, strategies, and capacity building mechanisms pilot sites can implement or access.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ MCC Parish Coordinators ▪ Judges ▪ Public Defenders’ Offices ▪ Entities providing legal representation for children 	<p>Toolkit.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. 	<p>November 30, 2020</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>

			<ul style="list-style-type: none"> ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The Pelican Center/CIP and DCFS are still learning valuable lessons on the most successful way to pilot My Community Cares. We need more time to capture a proposed implementation process into a toolkit for other parishes to use. We have created portions of the toolkit, including the family needs assessment and a guide for hosting listening circles and community conversations. We have also created numerous templates for meetings and presentations, and team and job descriptions. However, we need more time to update some of these documents and create others based on what we are learning post-implementation.</p>			
1.3 Create a spreadsheet or identify a database to track the attendance and contact information of the participants on the “My Community Cares” state level workgroup and parish level teams.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ MCC Parish Coordinators ▪ Judges ▪ Public Defenders’ Offices ▪ Entities providing legal representation for children 	Spreadsheet.	The Pelican Center/CIP and DCFS created an excel spreadsheet to track the attendance and contact information of the participants on the My Community Cares State and Parish level teams. Also, the Pelican Center/CIP purchased a more efficient online platform (called the My Community Cares Connection Portal) to capture this data/information for each of the pilot parishes. The data/information will be moved over to the portal over the next few months.	May 30, 2020		Complete

<p>1.4 Partner with Department of Health, Center for Evidence of Practice, and Office of Public Health to strengthen referrals and access to services and supports to fill identified gaps.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ MCC Parish Coordinators ▪ Judges ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ Department of Health ▪ Center for Evidence to Practice ▪ Office of Public Health 	<p>Partnerships with key agencies to improve referrals and access to services. The partnerships are critical to planning and implementing a successful program and improving service array.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: Surveys have been conducted and workgroups are being formed to focus on specific issues and areas of the state.</p>	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>
<p>1.5 Partner with Children's Justice Act, Kinship Navigator Program, Children's Trust Fund, Children and Youth Planning Boards, Informal and Formal FINS offices, Empower 225, and others with similar initiatives to strategize collaboration of implementation of a prevention continuum of services.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Children's Justice Act ▪ Kinship Navigator Program ▪ Children's Trust Fund ▪ Children and Youth Planning Boards ▪ FINS offices ▪ Empower 225 ▪ Department of Health ▪ DCFS CQI Unit ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ CASA ▪ Human Services Districts ▪ Family Resource Centers ▪ District Attorney's 	<p>Partnerships with key agencies to improve referrals and access to services. The partnerships are critical to planning and implementing a successful program and improving service array.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. <p>Progress: The Pelican Center/CIP and DCFS created a service array continuum mapping out the various services offered the children and families before coming to</p>	<p>May 30, 2020</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>

			<p>the attention of DCFS and thereafter (primary prevention through permanency). The next step is to convene service providers from across the state who represent these services to brainstorm how to fill gaps and improve service delivery. Also, the My Community Cares Connection Portal will also capture whether the services offered by organizations in the 4 pilot parishes are associated with primary, secondary, and/or tertiary prevention. The portal will also allow us to improve our service array continuum as we recognize services that fit into that continuum that have otherwise been overlooked.</p> <p>KINSHIP CAREGIVERS:</p> <p>DCFS partnered with the Pelican Center/CIP and the Louisiana State Bar Association to create a legal handbook for kinship caregivers in Louisiana and a one hour webinar. The handbook answers common legal questions that kinship caregivers have and provides information on legal resources/entities available to kinship caregivers. The webinar educates kinship caregivers and other individuals on the different types of legal custody a person can obtain in Louisiana and the authority, security, and stability that type of custody provides to a child.</p>				
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			<p>DCFS is piloting a kinship navigator program through Renew and Discovery, who is the Family Resource Center for Region 2 and 3. Kinship caregivers can contact Renew and Discovery to get information on legal services available to them.</p> <p>The My Community Cares Connection Portal will list all of the available legal services for kinship caregivers in the 4 pilot parishes. DCFS also entered into a contract with Louisiana 2-1-1. Kinship Caregivers can contact Louisiana 2-1-1 to get information on legal services available to them.</p>				
<p>1.6 The CIP will partner with Civil Rights Section of DCFS, U.S. Department of Health and Human Services, Office for Civil Rights, and U.S. Department of Justice to develop a strategic plan to fill gaps in services in pilot parishes that raise civil rights issue; and, to educate on extent of civil rights violations in context of child welfare and procedure to prevent and/or resolve civil rights violations.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Civil Rights Section of DCFS ▪ U.S. Department of Health and Human Services ▪ Office for Civil Rights, and U.S. Department of Justice 	<p>Strategy.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Not Started</p>

<p>1.7 Partner with Casey Family Programs to host the “Cost of Poverty Experiences” (“COPE”) in each of the 4-pilot parish to DCFS staff, legal stakeholders, and service providers.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Children’s Justice Act ▪ Kinship Navigator Program ▪ Service providers ▪ Children’s Trust Fund ▪ Children and Youth Planning Boards ▪ FINS offices ▪ Public Defenders’ Offices ▪ Entities providing legal representation for children ▪ CASA 	<p>Host COPE in 4 parishes.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: Hosted 1 COPE in EBR Parish and 1 in Livingston Parish.</p>	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>
<p>1.8 Partner with the Capacity Building Center for Courts and Casey Family Programs to identify and implement experiential training that emphasizes empathy for families and youth as well as their understanding of case worker and foster parent roles.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Louisiana Child Welfare Training Academy ▪ Casey Family Programs ▪ Capacity Building Center for Courts 	<p>Experiential training.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Not Started</p>

<p>Action Step 2 – Develop Processes to Identify Service Gaps, Identify Services, and Monitor Service Delivery</p> <p>2.1 Create a Service Array Assessment survey that allows for identification of services linked to protective capacities and primary, secondary, and tertiary prevention to conduct bi-annually in each pilot site to identify available services and supports and provide essential information on the scope of their services.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Service providers and community partners in MCC pilot parishes ▪ judges ▪ Public Defenders’ Offices ▪ Entities providing legal representation for children ▪ CASA ▪ FINS 	<p>A survey to identify existing and needed services.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The service array assessment has been created and will be completed by organizations in the 4 pilot parishes on the My Community Cares Connection Portal.</p> <p>Service providers, local DCFS, FINS, court staff, and community partners will each receive a login to access the portal. If they provide a service, resource, training, etc. they will be able to complete the service array assessment. The assessment asks critical information about each service, resource, or training offered, including whether the service, resource, or training is linked to one or more protective capacities, whether it is primary, secondary, or tertiary prevention, and whether it is evidenced-based. They will also be asked for critical information, such as whether there is currently</p>	<p>May 30, 2020</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. ▪ Generate report from the service array assessment to identify services and gaps. 	<p>Ongoing</p>
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			and/or generally a waitlist, whether there is a cost and/or insurance accepted/Medicaid is required, whether there is an in-home option, whether transportation is provided, whether a referral is required or not required, etc. Once users login they will be able to: (1) view all of the information inputted by organizations who have completed the service array assessment as a resource directory (and can search by organization, user name, service, resource, or training, or by parish); (2) communicate with the various parish, neighborhood, and strategy teams utilizing the platform; (3) share calendars, forms, and information; and, (4) plan events together.				
2.2 As Service Array Assessment survey results are collected pilot sites will map out a service array continuum of service providers in each parish, including critical information needed to determine availability, accessibility, and appropriateness of the services.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Service array continuum showing available services and gaps in services in MCC pilot parishes. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	May 30, 2021	Funding to support beyond the PIP.	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	Ongoing

<p>2.3 Create an annual assessment tool to obtain community partners and service providers input on gaps in resources, trainings, and services, and effectiveness of communications.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Service providers and community partners in MCC pilot parishes ▪ Judges ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ CASA ▪ FINS 	<p>Input on gaps in resources, trainings, and services and effectiveness of communications.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: Plan to include this in the My Community Cares Connection Portal.</p>	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. ▪ Generate report from the service array assessment to identify services and gaps. 	<p>Ongoing</p>
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<p>2.4 Collaborate with legal partners to develop a prevention strategy to provide ancillary legal services to parents, children, and relative caregivers.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Legal services entities ▪ judges ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ CASA ▪ FINS 	<p>Referral process to connect families to civil legal services to prevent entry into foster care and/or improve the wellbeing of the family/safety of the child.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. <p>Progress: Started conversations within existing workgroups and plan to incorporate in the My</p>	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>
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			Community Cares Connection Portal.				
2.5 Select a substance abuse assessment to conduct on parents at each DCFS office in the 4 pilot parishes.	<ul style="list-style-type: none"> ▪ DCFS ▪ CIP 	Protocol for substance abuse assessment.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ The processes to ensure the delivery of needed legal and substance abuse services will be critical to meeting families' needs. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	May 30, 2020		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	Complete
2.6 Develop a process for the administration of the substance abuse assessments and referrals to service providers.	<ul style="list-style-type: none"> ▪ DCFS ▪ CIP 	Protocol for substance abuse assessment.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	May 30, 2020		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	Complete
2.7 Explore strategies to address the impact implicit bias, poverty biases, racial disparity, and	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS 	Strategy.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. 	May 30, 2021			Not Started

<p>disproportionality has on service array and delivery in each community.</p>	<ul style="list-style-type: none"> ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 		<ul style="list-style-type: none"> ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 				
<p>2.8 Establish an online management platform in each parish and/or on a state level to showcase and manage local services, opportunities, resources, trainings, and supports that are available to provide a central location for referrals, communication, and collaboration of needs of families.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<p>Online services management and communication portal.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: CIP paid for the platform for 6 pilot parishes to pilot. The platform is called the My Community Cares Connection Portal.</p>	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>
<p>Action Step 3 – Develop Policies and Court Rules 3.1 Draft proposed DCFS policy and local court rules to align with the quality service delivery process and online platform.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for 	<ul style="list-style-type: none"> ▪ DCFS policy and local court rules. ▪ Online Services Management Portal. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. 	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Not Started</p>

	<ul style="list-style-type: none"> children in the pilot sites ▪ CASA ▪ FINS 		<ul style="list-style-type: none"> ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 				
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<p>3.2 Create a strategy for implementing a quality service delivery process that does not violate HIPAA regulations but provides a tracking mechanism for DCFS (or the court when necessary) to know whether the recipient accessed the service, service was appropriate, and service met the needs of the recipient.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Strategy for quality service delivery process. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	November 30, 2020		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	Ongoing
<p>3.3 Evaluate current processes and needs assessment instruments to determine whether changes need to be made to the process to make consistent with the service array strategies, to utilize the online platform and ensure it is based on results of the changes made to the risk/safety assessment process and ensure services are based on the protective capacities identified as insufficient to prevent removal.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	Evaluation.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. 	May 30, 2020		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	Complete

			<ul style="list-style-type: none"> ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The current processes were evaluated and will be improved through the development of the CWADM and the updated assessment processes that were revised to ensure that services included in case plans specifically address threats of danger and enhance protective capacities. Further, the My Community Cares Connection Portal will contain a variety of services that indicate the protective capacity that they enhance. The portal will help us identify where there are gaps in services and supports that enhance protective capacities. The MCC neighborhood, parish, and state teams will have the opportunity to respond and advocate to fill in gaps as needed.</p>				
3.4 Identify gaps in the current communication and referral process, such as services offered through courts and DCFS.	<ul style="list-style-type: none"> ▪ DCFS ▪ Service providers and community partners in MCC pilot parishes ▪ Judges ▪ Public Defenders' Offices ▪ Entities providing legal representation for children ▪ CASA 	Identify gaps.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes ▪ Decrease time to permanency in MCC pilot parishes 	May 30, 2021			Complete

	<ul style="list-style-type: none"> FINS 		<ul style="list-style-type: none"> Improve and increase service array, tracking, and delivery by courts and DCFS Coordinator of MCC in the parish Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6 <p>Progress: The Pelican Center/CIP and DCFS compiled gaps in the communication and referral processes through SWOT analysis, community conversations, listening circles, and family needs assessments conducted in each of the pilot parishes. This is a continuous process as MCC teams continue to meet. The plan is to improve communications and referrals through consistent/monthly MCC parish and neighborhood team meetings and through the online platform called the My Community Cares Connection Portal. The gaps that cannot be addressed on the parish level will be presented to the MCC State Workgroup to address.</p>				
3.5 Evaluate possibilities of an integrated clinical pre-and post-assessment of needs co-occurring with DCFS, courts, and service providers that is linked to building protective capacities.	<ul style="list-style-type: none"> CIP DCFS Judges and related court stakeholders in the MCC pilot parishes Public Defenders' Offices in the pilot sites 	Evaluation.	<ul style="list-style-type: none"> Decrease number of entries of children in foster care in MCC pilot parishes. Decrease number of child abuse and neglect reports in MCC pilot parishes. 	May 30, 2020			Complete

	<ul style="list-style-type: none"> ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 		<ul style="list-style-type: none"> ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: DCFS and the Pelican Center/CIP evaluated the possibility of an integrated clinical pre- and post-assessment of needs co-occurring. However, we determined that the revised CWADM sufficiently addresses the assessment of the needs linked to building protective capacities. We concluded that a clinical assessment is not needed at this time because we believe it will take away from the new CWADM model we are attempting to implement, and we are training DCFS staff and legal partners on how to use it. Additionally, the CWADM assessments will consistently be used by DCFS staff to develop a case plan and will be approved by the courts.</p>				
3.6 Create a model "Care and Treatment" report for foster parents, relatives, or pre-adoptive parents caring for a	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes 	Care and Treatment report and procedure.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. 	November 30, 2020	This item relies upon the completion of the court templates and		Ongoing

<p>child to exercise their legal right to be heard and provide relevant information as to the services the child is receiving.</p>	<ul style="list-style-type: none"> ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites 		<ul style="list-style-type: none"> ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 		<p>juvenile judges bench cards, which we believe will prevent removals, expedite permanency, and have a positive impact on outcomes for children and parents. For that reason, we want to ensure that we take our time to complete this PIP item and include as many child welfare stakeholders as possible to develop shared language and procedures that follow the applicable laws and court rules.</p>		
<p>3.7 Develop a procedure for foster parents to submit reports and for DCFS to track in the CCWIS system whether notice and opportunity to be heard was given and right was exercised or not.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites 	<p>Care and Treatment Procedure.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. 	<p>November 30, 2020</p>	<p>This item relies upon the completion of the court templates and juvenile judges bench cards, which we believe will prevent removals, expedite permanency, and have a positive impact on outcomes for children and</p>		<p>Ongoing</p>

			<ul style="list-style-type: none"> Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 		<p>parents. For that reason, we want to ensure that we take our time to complete this PIP item and include as many child welfare stakeholders as possible to develop shared language and procedures that follow the applicable laws and court rules.</p>	
<p>Action Step 4 – Planning: Site Level</p> <p>4.1 Identify, appoint, and invest resources in a lead coordinating entity in each pilot parish to fulfill the administrative role of the initiative.</p>	<ul style="list-style-type: none"> CIP DCFS Judges and related court stakeholders in the MCC pilot parishes Public Defenders’ Offices in the pilot sites Entities providing legal representation for children in the pilot sites CASA FINS 	<ul style="list-style-type: none"> MCC Parish Coordinators identified. 	<ul style="list-style-type: none"> Decrease number of entries of children in foster care in MCC pilot parishes Decrease number of child abuse and neglect reports in MCC pilot parishes Decrease time to permanency in MCC pilot parishes Improve and increase service array, tracking, and delivery by courts and DCFS Coordinator of MCC in the parish Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6 <p>Progress: The Pelican Center/CIP and DCFS identified the following lead coordinating entities in each pilot parish to fulfill the administrative role of My Community Cares: (1) Livingston Parish: Empower 225;</p>	May 30, 2020	Funding to support beyond the PIP.	Complete

		<p>(2) Rapides Parish: Fostering Community; (3) Caddo Parish: Step Forward; and, (4) EBR Parish: MetroMorphosis.</p> <p>DCFS will provide funding for the Parish Coordinators in EBR, Rapides, and Livingston Parishes from July 1, 2020, through June 30, 2020.</p> <p>My Community Cares was approved as an internship placement site for Masters of Social Work (MSW) students by Louisiana State University (LSU) and Tulane University. We will place MSW students with the lead coordinating entities in the 4 pilot parishes to assist in implementing MCC. One MSW student will intern with Step Forward, in Caddo Parish, from May 4, 2020 - August 31, 2020. Another MSW student will intern with all 4 pilot parishes from May 4, 2020-December 31, 2021.</p> <p>The Pelican Center/CIP and DCFS helped the MCC coordinating entities, Step Forward, Renew and Discovery, and Fostering Community, apply for funding with the Louisiana Children’s Trust Fund for implementation support.</p> <p>Casey Family Programs is providing consulting support to the Pelican Center/DCFS, and the My Community Cares</p>				
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			<p>lead coordinating entity in EBR Parish.</p> <p>The Pelican Center/CIP purchased the My Community Cares Connection Portal for the MCC lead coordinating entities/Parish Coordinators to use to capture information on services and supports and to provide a mechanism for community partners to share information and plan activities together.</p>				
<p>4.2 Meet with the lead judge/s, the DCFS lead/s, legal stakeholder lead/s, and the appointed parish coordinating entity in each pilot parish to develop a tailored strategy for implementation of the initiative based on relevant data, initiatives, and programs that are already in place.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Partners meet together on a consistent basis. ▪ Tailored strategy developed in each MCC pilot parish. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCF ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The Pelican Center/CIP and DCFS established MCC Parish Steering Committees in each pilot parish. These consist of the MCC State Coordinator, at least one judge, the MCC Parish Coordinator, and 2-3 representatives from DCFS from each pilot parish who meet monthly to discuss implementation of MCC based on relevant data and initiatives and programs that</p>	<p>May 30, 2020</p>	<p>Funding to support beyond the PIP.</p>	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Complete - Initial meeting</p> <p>Ongoing - Partners continue to meet regularly</p>

			are already in place and feedback received from listening circles, community conversations, family needs assessment, and neighborhood and parish team meetings. We have met monthly with each parish steering committees since June of 2019.				
4.3 Identify child welfare stakeholders and community partners (judiciary, government agencies, private businesses, consumer advisory councils, faith-based organizations, service providers and non-profits) in the 4 pilot parishes and invite them to be a part of the MCC Parish Advisory Council and meet monthly to identify gaps in trainings, resources, and services, opportunities to partner, and move action plans forward.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Partners meet together on a consistent basis. ▪ Tailored strategy developed in each MCC pilot parish. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The Pelican Center/CIP and DCFS established MCC Parish Anchor Teams. These comprise of the MCC Steering Committee, FINS, CINC attorney's, service providers, non-profits, churches/faith-based organizations, CASA, local government, schools, businesses, youth and parents with lived experience with child welfare, foster parents, and residents from priority zip codes. The MCC Parish Anchor Team is responsible for: (1) meeting monthly to enhance</p>	May 30, 2020	Funding to support beyond the PIP.	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Complete - Initial meeting</p> <p>Ongoing - Partners continue to meet regularly</p>

			<p>coordination, collaboration, and communication within the parish to identify and solve barriers and connect children and families to the services and supports they need based on the parish's unique set of resources and opportunities; (2) capture services, resources, and trainings in a centralized and shared online platform and provide a collaborative online platform for service providers and community partners to plan activities, make referrals, communicate, and share in case management; (3) establish MCC Neighborhood Teams by inviting residents to join a neighborhood team at community conversations and listening circles and through family needs assessments, including: (a) building MCC Neighborhood Support Teams of parish team members to focus on establishing the MCC Neighborhood Team of residents; (b) convening community conversations with residents of priority neighborhoods, presenting data on child abuse and neglect in their area, and discussing what children and families in their neighborhoods need to be safe, stable, and self-sufficient; (c) hosting listening circles with parents with lived experience with child welfare, former foster youth, and foster parents to assess barriers to services and</p>				
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			<p>supports that they needed before and after child welfare intervention was necessary; and, (d) conducting family needs assessments with residents in priority zip codes to determine needs and connect them to the identified services and supports. The MCC Parish Anchor Teams also plan and convene the MCC Parish Wide Update Meetings quarterly. Anyone who provides services and/or supports to children and families is invited. We have hosted 5 in EBR and Rapides Parishes, 7 in Caddo Parish, and 8 in Livingston Parish. At these meetings we: share relevant child welfare, FINS, poverty, crime rates, and other important data about priority zip codes; provide updates on the various MCC activities; conduct and continuously assess SWOT analyses to determine Strengths, Weaknesses, Opportunities, and Threats related to connecting families to the services and supports they need to be safe, stable, and self-sufficient; learn about the various services and resources available in the parish; identify gaps and barriers to services and in current communication and referral processes that may be hindering families access to services; create strategies to improve service delivery and array and overcome barriers in priority</p>				
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			neighborhoods as well as address the impact implicit biases, poverty biases, racial disparities, and disproportionalities have on service array and delivery; invite participants to be a part of the MCC Parish Anchor Team; discuss ways to build neighborhood teams; ask for attendees to sign up to be on a MCC Neighborhood Support Team in order to start building MCC Neighborhood Teams; discuss upcoming events, trainings, and partnership opportunities; and, develop a coordinated process for efficient communication and referrals between DCFS, legal stakeholders, CASA, service providers, and community partners to connect families with quality services including services linked to protective capacities, timely referrals, and effective supports.				
4.4 Identify a lead entity in each of the 3-5 areas of priority in the parish to convene community meetings/block parties/service fairs in those areas.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	Leaders of priority zip codes.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	May 30, 2021			Ongoing

			Progress: Working with MCC Parish coordinators to identify these entities.				
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<p>4.5 Create a strategy for the implementation of a communication and referral process in each parish based on identified gaps, the online platform, and risk/safety and needs/services assessments.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Partners meet together on a consistent basis. ▪ Tailored strategy developed in each MCC pilot parish. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	<p>May 30, 2021</p>	<p>Funding to support beyond the PIP.</p>	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>
<p>4.6 Create a listserv for each pilot parish to share community resources, services, opportunities, and needs.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Communication platform for partners in MCC pilot parishes 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Platform for partners in MCC pilot parishes to communicate and collaborate together. 	<p>May 30, 2020</p>	<p>Funding to support beyond the PIP</p>	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Complete</p>

			<p>Progress: A listserv has been created for each pilot parish to share community resources, services, opportunities, and needs through the online platform called the My Community Cares Connection Portal. All community partners in each pilot parish will have access to the portal. Each pilot parish will have an MCC Connection Portal administrator who can post these items themselves and/or give access to various users to make posts.</p>				
<p>4.7 Develop a coordinated process for efficient communication and referral between DCFS, legal stakeholders, CASA, service providers, and community partners to connect families with quality services, services linked to protective capacities, timely referrals, and effective supports.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Coordinated process for partners in MCC pilot parishes to communicate and make referrals. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Platform for partners in MCC pilot parishes to communicate and collaborate together and make referrals. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	<p>May 30, 2021</p>	<p>Funding to support beyond the PIP.</p>	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>

<p>4.8 Create and review a geo map of data that identifies the top 3-5 cities in each pilot parish where the most abuse/neglect calls are made, where CPS does the most investigations, where DCFS makes the most removals, and the top 3-5 reasons children are removed in those areas.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<ul style="list-style-type: none"> ▪ Maps identifying the neighborhoods in each MCC pilot parish with the highest number of entries of children into foster care. ▪ Data that provides the top 3-5 reasons children enter foster care in those areas. 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Identification and focus efforts on neighborhoods in each MCC pilot parish with the highest number of entries of children into foster care. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: Geo maps and relevant data for each pilot parish have been created. DCFS completed case reviews of removal cases in the targeted zip codes to identify the top 3-5 reasons children are removed in those areas.</p>	<p>May 30, 2020</p>	<p>Funding to support beyond the PIP.</p>	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Complete</p>
<p>4.9 Obtain input from foster youth, biological parents, foster parents in those neighborhoods/areas to voice concerns and barriers they had to needed services and supports.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites 	<ul style="list-style-type: none"> ▪ Host listening circles with foster youth, biological parents, and foster parents from the priority neighborhoods identified as having the highest number of entries of children into foster care in 	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. 	<p>May 30, 2021</p>	<p>Funding to support beyond the PIP.</p>	<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Ongoing</p>

	<ul style="list-style-type: none"> ▪ CASA ▪ FINS 	<p>each MCC pilot parish.</p> <ul style="list-style-type: none"> ▪ Make changes to service array and delivery processes based on feedback received. 	<ul style="list-style-type: none"> ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: Have hosted listening circles for parents in all 4 pilot parishes.</p>				
<p>4.10 Strategize with the DCFS CQI Unit on how to operationalize an on-going CQI structure in each pilot parish that allows DCFS and/or the courts to track whether services required in the case plan were actually accessible and connected to protective capacities identified as insufficient.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<p>Strategy.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The DCFS CQI unit developed a service array workgroup with CQI consultants who are</p>	<p>May 30, 2021</p>		<ul style="list-style-type: none"> ▪ Partnering with DCFS CQI unit to track data and Parish Coordinators to capture outcomes. 	<p>Complete</p>

			<p>based in the 4 My Community Cares (MCC) pilot parishes. The consultants attend all the MCC meetings in their parish. They assist the parishes in conducting assessments and provide DCFS data presentations to ensure communication feedback loops between the community stakeholders and DCFS. The consultants are using feedback information from the parish meetings to inform the development of tools to measure service provision in the parishes. The DCFS CQI unit developed and is currently testing an ad hoc case review instrument that will be used to track and assess the effectiveness of the service array in the 4 pilot parishes. The purpose of the assessment is to determine if appropriate services were provided to families with consideration for child safety, caretaker protective factors, and identified threats of dangers. The case reviews will also explore the availability and accessibility of services.</p>				
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			The workgroup is also developing the sampling methodology for the case reviews. The group is exploring the feasibility of reviewing cases that have DCFS involvement for up to 24 months in the 10 priority zip codes identified within the 4 pilot parishes.				
4.11 Evaluate current budgets, funding, and partnerships to increase prevention services and supports.	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	Evaluation.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	May 30, 2021			Ongoing
4.12 The CIP will pursue grants and partnerships with the Louisiana Children's Trust Fund, Casey Family Programs, and others to hire, through a contract with the CIP, a state-wide "My Community Cares" Project Coordinator to administer the initiative, support a lead coordinating entity in each parish, and fund or host the online	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders' Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA 	Grants.	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. 	November 30, 2020			Ongoing

platform.	<ul style="list-style-type: none"> ▪ FINS 		<ul style="list-style-type: none"> ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. <p>Progress: The CIP/Pelican Center applied for a federal grant with the Children's Bureau but did not get it.</p> <p>The CIP/Pelican Center entered into contract with Casey Family Programs to support MCC in EBR Parish.</p> <p>The Children's Justice Act Task Force provided a consultant to serve as the MCC State Coordinator.</p> <p>The CIP/Pelican Center has met with the Blue Cross Blue Shield Foundation of Louisiana and NWLA Community Foundation to discuss funding opportunities and are pursuing grants with them.</p> <p>The CIP/Pelican Center is investigating grant opportunities through SAMSHA and other local grants.</p> <p>The CIP/Pelican Center applied for Louisiana Children's Trust Fund grant</p>				
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			<p>and received the grant for 2019/2020 and are waiting on board approval for 2020/2021.</p> <p>The CIP/Pelican Center will continue to pursue grants and partnerships to support this strategy.</p> <p>James Samaritan will fund and host the physical resource platform (Meet the Need). The Pelican Center/CIP will host and fund the service array platform (My Community Cares Connection Portal) and is finalizing partnerships with other organizations to fund the complete referral and tracking platform.</p>			
<p>4.13 The CIP will partner with Crossroads Nola and the Louisiana Child Welfare Training Academy to develop a Trauma Based Relational Intervention (“TBRI”) strategy to build capacity of pilot parishes to provide trauma informed services and supports.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ DCFS ▪ Crossroads NOLA ▪ Judges and related court stakeholders in the MCC pilot parishes ▪ Public Defenders’ Offices in the pilot sites ▪ Entities providing legal representation for children in the pilot sites ▪ CASA ▪ FINS 	<p>TBRI strategies.</p>	<ul style="list-style-type: none"> ▪ Decrease number of entries of children in foster care in MCC pilot parishes. ▪ Decrease number of child abuse and neglect reports in MCC pilot parishes. ▪ Decrease time to permanency in MCC pilot parishes. ▪ Improve and increase service array, tracking, and delivery by courts and DCFS. ▪ Improve service array and delivery processes based on feedback received. ▪ Improve CFSR Permanency Outcome 1 and Items 4, 5, and 6. 	<p>May 30, 2020</p>		<p>Ongoing</p>

Progress: The Pelican Center/CIP created a workgroup that meets once a month with representatives from Crossroads NOLA, the Louisiana Child Welfare Training Academy (LCWTA), Children's Justice Act (CJA), the Louisiana Supreme Court, and Catholic Charities to create and implement Trauma Based Relational Intervention ("TBRI") strategies that build the capacity of pilot parishes to provide trauma-informed services and supports. DCFS and the Pelican Center/CIP has recruited child welfare stakeholders from multiple disciplines from the 4 pilot parishes to attend the 2020 TBRI Practitioner Training in September, including a judge from each of the 4 pilot parishes.

MCC advertises the TBRI Friday trainings that Crossroads NOLA hosts on the second Friday of every month in the 4 pilot parishes.

The Pelican Center/CIP is partnering with Crossroads NOLA, DCFS, FINS, and courts in the pilot parishes to provide

			<p>TBRI training to parents/caregivers from the 10 priority zip codes across all pilot parishes.</p> <p>The Pelican Center/CIP is partnering with Crossroads NOLA, DCFS, FINS, and courts in the pilot parishes to provide TBRI training to child welfare stakeholders, community leaders and partners, and service providers.</p>				
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Priority Area #4: Quality Court Hearings

Outcome #1:

An interagency workgroup developed “Quality Indicators of Effective Legal Representation” to improve the quality of court hearings and representation of children in Child in Need of Care cases. The workgroup ensured that legal entities representing children were using the same language and outcome indicators and terms of measurements in gathering data. Based on these indicators, the MIS was updated to collect data related to each of the indicators, which were grouped into the following 8 categories:

- Timeliness of court hearings and Terminations of Parental Rights;
- Number of continuances and who it is requested by;
- Number of cases opened and closed, length of time the case remains opened, and length of time to permanency;
- Quality of Court Hearings, including tracking whether the an ICWA was considered/determined, foster parents and/or caregivers were given notice of their right to attend hearings and be heard and/or they were present at the hearing; children are present based on statutory ages and/or presence waived and why or why not;
- Quality of Legal Representation, including whether an attorney was appointed, appeared, visited with the client prior to the hearing and if in person or not, types of issues discussed, number of communications with collaterals to case, appeals filed and by whom, motions filed and type and by whom, and if statutorily transitioning youth have a transition plan that is continually updated;
- Safety Decision Making, including whether Safety Decision Making words are used in the hearings;
- Appearances and staffing’s, including who attended hearings and meetings; and,
- File status, permanency, and placement information, including changes in placement.

Court observations will be conducted and will include tracking and collecting data such as:

- Whether the hearings are timely;
- Whether there is evidence of preparation prior to hearing;
- Who attends the hearings and what key individuals are routinely absent;
- Evidence that efforts were made to locate and engage the parents and key family;
- The engagement of youth and foster parents in the hearing, including providing opportunities for these individuals to speak;
- Whether the judge explained the proceedings and the timelines;
- Whether the judge made required determinations and findings;
- Whether the issues dealt with in the hearing include key items such as placement, visits with parents, visits with siblings, needed elements of a case plan for the child and for the parents, and safety plans; and,
- Whether the parents and child were told (or received information) summarizing next steps (both for the family and for the Department).

Need Driving Activities & Data Source: *How do you know this is a need in your state?*

Anecdotal information from leadership from multiple key stakeholders, current data that are shared by the child welfare agency, and data from children's and parents' attorneys suggest hearings could be more thorough, in-depth, and timely. Surveys conducted with foster parents underscored that many hearings were not sufficiently inclusive.

Theory of Change:

In order for children to be protected and families to receive the assistance they need, it is critical that judges, as well as the attorneys, caseworkers, and families have all the information needed to make sound decisions. While safety-decision making (described above) is one step in ensuring this happens, it is also necessary for the information to be shared in court hearings. Thorough, timely hearings that involve all the parties are a means for such information sharing to occur. A summary of the Theory of Change includes the activities and outcomes listed on the following page. They are discussed in greater detail below.

Activities

- Complete the upgrade of (children’s) attorney automated systems that include hearing quality elements
- Train users on data systems
- Conduct fidelity reviews of data entry
- Work with the CIP CQI Committee to determine what elements to include in automated reports
- Work with the vendor to program reports
- Train children’s attorneys on the production of reports
- Review of the reports on a quarterly basis by the CIP CQI Committee, identification of issues, and determination of next steps to address deficiencies
- Review the results of the reports over time to determine what, if any, changes in hearing quality can be observed
- Work with stakeholders to provide technical assistance and training related to quality hearings and to address specific needs identified by the data
- Support children’s, indigent parents’, district and agency attorneys in becoming Child Welfare Law Specialists pursuant to National Association of Counsel for Children guidelines and maintain membership for those attorneys who become CWLS certified

So that...

- Legal community (and other stakeholders) will have a clear understanding of the factors that contribute to quality representation and hearings (increase in knowledge)
- Legal community will have a clear understanding of the information needed by judges and other stakeholders (increase in skills)
- Attorneys have better information, so that they are better equipped to advocate for their clients
- Judges and attorneys get sufficient case information
- Judges make decisions based on sound evidence and reasoning

So that...

- Time to permanency improves (through reunification, relative placement, adoption)
- Overall number of children in care decreases
- Re-entry rate decreases.

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Action Step 1 – Development of MIS for Children’s Attorneys 1.1 The MIS is designed to collect information not previously available due to the lack of a shared statewide computer system for courts hearing CINC cases.	<ul style="list-style-type: none"> ▪ CIP ▪ Entities providing legal representation for children ▪ Vendor creating the MIS ▪ CIP CQI Committee ▪ DCFS ▪ Capacity Building Center for Courts 	Data will be available on the following: <ul style="list-style-type: none"> ▪ Timeliness ▪ Continuances ▪ Caseloads Closures; ▪ Freed for Adoption ▪ Quality of Court Hearings; ▪ Quality of Legal Representation Court Activity; ▪ Client Contacts; ▪ Motions and Appeals; ▪ Collateral Contacts; ▪ Transitioning Youth; and, ▪ Safety Decision Making. 	Short Term: Creating a system that collects information relevant to a quality hearing will provide the data needed to assess the degree to which quality hearings are the norm and the areas needing improvement. Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.	Completion of all MIS changes to match the quality indicator work that had been completed by the entities providing representation for children and per the Indicators of Quality Representation Document.			Complete
Action Step 2 – Piloting the MIS 2.1 The legal services entities providing representation of children in Child In Need of Care cases will partner with CIP to identify quality representation indicators and update data tracking fields on the MIS accordingly.	<ul style="list-style-type: none"> ▪ CIP ▪ Entities providing representation for children ▪ Vendor providing MIS 	A limited number of entities providing legal representation for children will test the system to identify how well it functions, what types of changes are needed to clarify the data being collected, and to improve the ease of use.	Short Term: The pilot will provide both CIP and the stakeholders with information to improve the MIS. Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.				Complete
Action Step 3 – Limited Rollout 3.1 The use of the MIS was	<ul style="list-style-type: none"> ▪ CIP ▪ Vendor providing MIS 	Representatives of MHAS and LSC (the two entities providing legal representation for	Short Term: The limited rollout to two entities providing legal services for children will ensure MIS is				Complete

<p>expanded to MHAS (one of the entities providing legal representation for children). Changes and evaluation began. Several issues and problems were identified and corrected.</p>	<ul style="list-style-type: none"> Entities providing representation for children 	<p>children) will have an opportunity to test the MIS and identify any needed changes.</p>	<p>compatible with computer systems and can produce uniform data.</p> <p>Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.</p>				
<p>Action Step 4 – Determine the Elements to Include in Automated Reports</p> <p>4.1 Work with the CIP CQI Committee to determine what elements to include in automated reports based on identified quality indicators.</p>	<ul style="list-style-type: none"> CIP CIP CQI Committee 	<p>Generation of a list of items to include in quarterly reports.</p>	<p>Short Term: An agreed upon list that provides sufficient, but manageable, information about court hearing quality will guide the programming of automated reports.</p> <p>Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.</p>				Complete
<p>Action Step 5 – Routine use of MIS</p> <p>5.1 Both entities providing legal representation for children will begin routine use of the MIS.</p>	<ul style="list-style-type: none"> CIP Entities providing representation for children 	<p>Data on related to hearing quality, quality of representation, and timeliness will be consistently collected.</p>	<p>Short Term: The data from the MIS will be used to identify areas in which quality of hearings can be improved.</p> <p>Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.</p>	Beginning September 2019			Ongoing
<p>Action Step 6 – Ongoing Trainings</p> <p>6.1 Trainings will be conducted as needed on the use of the</p>	<ul style="list-style-type: none"> CIP Entities providing representation for children Vendor providing MIS 	<p>Clarification of the use of the system and the definitions of the data elements.</p>	<p>Short Term: Consistent, uniform data entry will help to ensure that comparable data is generated within each</p>	As Needed			Ongoing

MIS.			entity providing legal services, as well across the two entities. Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.				
<p>Action Step 7 – Review of the Reports</p> <p>7.1 On a quarterly basis, the CIP CQI Committee will review the reports from the MIS, identify issues, and determine the next steps to address deficiencies.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ CIP CQI Committee ▪ Entities providing representation for children ▪ Entities providing representation for parents ▪ DCFS ▪ Judiciary 	Memorandum from the CIP CQI Committee regarding findings related to hearing quality.	<p>Short Term: Areas in need of improvement will be identified and means of addressing these needs will be discussed.</p> <p>Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.</p>	Scheduled to Begin December 2019			Ongoing
<p>Action Step 8 – Review the Results of the Automated Reports Over Time</p> <p>8.1 Reviewing the reports over time will help to determine what, if any, changes in hearing quality can be observed.</p>	<ul style="list-style-type: none"> ▪ CIP ▪ CIP CQI Committee ▪ Providers of child representation ▪ Providers of parent representation ▪ DCFS ▪ Judiciary 	Status report from the evaluator.	<p>Short Term: Identifying areas of change and areas in need of change will help target technical assistance to address issues that need work.</p> <p>Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.</p>	Ongoing			Ongoing
<p>Action Step 9 – Address Needs Identified by the Data</p> <p>9.1 Work with stakeholders to provide technical assistance and training related to quality</p>	<ul style="list-style-type: none"> ▪ CIP ▪ CIP CQI Committee ▪ Providers of child representation ▪ Providers of parent representation 	Stakeholders will receive information and practical assistance on providing quality hearings.	Short Term: Once issues needing attention are identified it will be possible to determine the type of	Ongoing			Ongoing

<p>hearings and to address specific needs identified by the data.</p>	<ul style="list-style-type: none"> ▪ Entities providing representation for parents ▪ DCFS ▪ Judiciary 		<p>assistance CIP can provide to improve hearing quality.</p> <p>Long Term: Improve time to permanency (through reunification, relative placement, adoption), decrease number of children in care, and decrease re-entry rate.</p>				
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