County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES
425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

PHILIP L. BROWNING
Director

BRANDON NICHOLS
Chief Deputy Director

Board of Supervisors
HILDA L. SOLIS
First District
MARK RIDLEY-THOMAS
Second District
SHEILA KUEHL
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

September 1, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Philip L. Browning
Director

MCKINLEY CHILDREN'S CENTER FOSTER FAMILY AGENCY QUALITY ASSURANCE REVIEW

The Department of Children and Family Services (DCFS) Out-of-Home Care Management Division (OHCMD) conducted a Quality Assurance Review (QAR) of the McKinley Children's Center Foster Family Agency (the FFA) in March 2016. The FFA has one office located in the First Supervisorial District, one in the Fifth Supervisorial District and one office in Riverside County and provides services to the County of Los Angeles DCFS placed children. According to the FFA's Program Statement, its stated purpose is, "Helping children and youth gain skills, knowledge and self-esteem essential to personal maturity and return to successfully functioning families."

The QAR looked at the status of the placed children's safety, permanency, and well-being during the most recent 30 days and the FFA's practices and services over the most recent 90 days. The FFA scored at or above the minimum acceptable score in 4 of 9 focus areas: Permanency, Placement Stability, Visitation, and Engagement. The OHCMD noted opportunities for improved performance in the focus areas of Safety, Service Needs, Assessment & Linkages, Teamwork, and Tracking & Adjustment.

In May 2016, the OHCMD Quality Assurance Reviewer met with the FFA to discuss results of the QAR and to provide the FFA with technical support to address methods for improvement in the areas of Safety, Service Needs, Assessment & Linkages, Teamwork, and Tracking & Adjustment. The FFA provided the attached approved Quality Improvement Plan (QIP) addressing the recommendation noted in this report.

If you have any questions, your staff may contact me or Aldo Marin, Board Relations Manager at (213) 351-5530.

PLB:KR
KDR:rds

Attachments

c: Sachi A. Hamai, Chief Executive Officer
John Naimo, Auditor-Controller
Public Information Office
Audit Committee
Anil Vadaparty, Chief Executive Officer, McKinley Children's Center FFA
Lajuannah Hills, Regional Manager, Community Care Licensing Division
Lenora Scott, Regional Manager, Community Care Licensing Division

MCKINLEY CHILDREN'S CENTER FOSTER FAMILY AGENCY
QUALITY ASSURANCE REVIEW (QAR)
FISCAL YEAR 2015-2016

SCOPE OF REVIEW

The Out-of-Home Care Management Division (OHCMD) conducted a Quality Assurance Review (QAR) of the McKinley Children's Center Foster Family Agency (the FFA) in March 2016. The purpose of the QAR is to assess the FFA's service delivery and to ensure that the FFA is providing children with quality care and services in a safe environment, which includes physical care, social and emotional support, education and workforce readiness, and other services to protect and enhance their growth and development.

The QAR is an in-depth case review and interview process designed to assess how children and their families are benefiting from services received and how well the services are working. The QAR utilizes a six-point rating scale as a *yardstick* for measuring the situation observed in specific focus areas. The QAR assessed the following focus areas:

Status Indicators:

- Safety
- Permanency
- Placement Stability
- Visitation

Practice Indicators:

- Engagement
- Service Needs
- Assessment & Linkages
- Teamwork
- Tracking & Adjustment

For Status Indicators, the QAR focuses on the focus child's functioning during the most recent 30-day period and for Practice Indicators, the QAR focuses on the FFA's service delivery during the most recent 90-day period.

For the purpose of this QAR, interviews were conducted with three focus children, three Department of Children and Family Services (DCFS) Children's Social Workers (CSWs), three FFA staff members, and three certified foster parents.

At the time of the QAR, the FFA supervised 237 DCFS placed children in 79 certified foster homes. The focus children's average number of placements was five, their overall average length of placement was 25 months and their average age was 12. The focus children were randomly selected. None of the focus children were included as part of the sample for the Contract Administration Division's (CAD's) 2015-2016 Contract Compliance Review.

QAR SCORING

The FFA received a score for each focus area based on information gathered from on-site visits, agency file reviews, DCFS court reports and updated case plans, and interviews with the FFA staff, DCFS CSWs, service providers, and the focus children. The minimum acceptable score is 6 in the area of Safety and 5 in all remaining areas.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Safety - The degree to which the FFA staff and certified foster parents ensure that the focus children are free of abuse, neglect and exploitation by others in his/her placement and other settings.	6	4 - Fair Safety Status	The focus children have a minimally safe living arrangement with the present caregivers. Protective strategies are at least minimally adequate in reducing risks of harm. The focus children are at least minimally free from danger in other settings.
Permanency - The degree to which the focus children are living with certified foster parents, who are likely to remain in this role until the focus children reach adulthood, or the focus children are in the process of returning home or transitioning to a permanent home and the focus children, the FFA staff, certified foster parents, DCFS CSWs and if applicable, Department of Probation Officers (DPOs) support the plan.	5	5 - Good Status	The focus children have substantial permanence. The focus children live in a family setting that the focus children, FFA staff, caregivers and team members have confidence will endure lifelong.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Placement Stability - The degree to which the FFA staff and certified foster parents ensure that the focus children's daily living, learning and work arrangements are stable and free from risk of disruptions. Known risks are being managed to achieve stability and reduce the probability of future disruptions.	5	5 - Good Stability	The focus children have substantial stability in placement and school settings with only planned changes and no more than one disruption in either setting over the past 30 days.
Visitation - The degree to which the FFA staff and certified foster parents support maintaining important connections with significant family members/Non-Related Extended Family Members (NREFMs) through appropriate visitation and other means.	5	5 - Substantially Acceptable Maintenance of Visitation & Connections	Generally effective family connections are being sought for all significant family members/NREFMs through appropriate visits and other connecting strategies. All appropriate family members/NREFMs have regular visits.
Engagement - The degree to which the FFA staff and certified foster parents working with the focus children, their family members/NREFMs and other team members for the purpose of building a genuine, trusting and collaborative working relationship with the ability to concentrate on the focus children's strengths and needs.	5	5 - Good Engagement Efforts	To a strong degree, a rapport has been developed, such that the FFA staff, DCFS CSWs, DPOs (if applicable), caregivers and the focus children feel heard and respected. Reports indicate that good, consistent efforts are being used.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Service Needs - The degree to which the FFA staff and certified foster parents involved with the focus children work toward ensuring the focus children's needs are met and identified services are being implemented and supported and are specifically tailored to meet the focus children's unique needs.	5	4 - Fair Supports and Services	A fair array of supports and services somewhat matches intervention strategies identified in the focus children's case plans. The services are minimally to fairly helping the focus children make progress toward planned outcomes.
Assessment & Linkages - The degree to which the FFA staff and certified foster parents involved with the focus children and their family members/NREFMs understand the focus children's strengths, needs, preferences and underlying needs and services provided are regularly assessed to ensure progress is being made toward case plan goals.	5	4 - Fair Assessment and Understanding	The focus children's functioning and support systems are minimally understood. Information necessary to understand the focus children's strengths, needs and preferences is periodically updated.
Teamwork - The degree to which the "right people" for the focus children and their family members/NREFMs, have formed a working team that meets, talks and/or makes plans together.	5	4 - Minimally Adequate to Fair Teamwork	The team contains some of the important supporters and decision-makers in the focus children's lives, including informal supports. The team has formed a minimally adequate to fair working system that meets, talks and/or plans together.

Focus Area	Minimum Acceptable Score	FFA QAR Score	FFA QAR Rating
Tracking & Adjustment - The degree to which the FFA staff and certified foster parents involved with the focus children and their family members/NREFMs are carefully tracking the progress that the focus children are making, changing family circumstances, attainment of goals and planned outcomes.	5	4 - Minimally Adequate to Fair Tracking and Adjustment Process	Intervention strategies, supports and services being provided to the focus children are minimally responsive to changing conditions. Periodic monitoring, tracking and communication of the focus children's status is occurring.

The OHCMD conducted the last QAR of the FFA in December 2014, and noted opportunities for improvement in the focus areas of Safety and Teamwork. In February 2015, the Quality Assurance Reviewer met with the FFA to discuss the results of the QAR and to provide the FFA with technical support to address methods for improvement in these two areas. Based on the information below, the OHCMD noted opportunities for improved performance in the areas of Service Needs, Assessment & Linkages, and Tracking & Adjustment, as well as a continued need for improvement in the areas of Safety and Teamwork on their 2015-2016 QAR.

STATUS INDICATORS
(Measured over last 30 days)

Status Indicators	Safety	Permanency	Placement Stability	Visitation
2014-2015 Scores	4	5	5	5
2015-2016 Scores	4	5	5	5

In the area of Safety, the OHCMD found that the FFA did not fully implement their 2014-2015 Quality Improvement Plan (QIP) to enhance the quality of care provided to the placed children in its care, as there were five referrals opened to Out-of-Home Care Investigations Section (OHCIS) involving allegations of abuse and neglect by the certified foster parents, as well as Special Incidents Reports (SIRs) involving child safety. To address these concerns and enhance efforts to ensure child safety, the FFA's QIP indicated that the FFA would provide their staff with training on supervision of certified foster parents to ensure child safety. Additionally, the FFA staff would also follow SIR reporting guidelines.

During the 2015-2016 QAR, the focus children reported that they were free from harm in their daily settings and that their certified foster homes were safe places to live. However, the OHCMD noted a continued need for improvement in the area of Safety as the QAR revealed

child safety related concerns. There was an incident, which involved a certified foster parent allowing a birth parent of a focus child to have increased unmonitored visits without the DCFS CSW's approval. In addition, the FFA has two open referrals involving two certified foster homes, which are under investigation by the OHCIS. One referral involved allegations of emotional abuse that were deemed inconclusive by the DCFS Emergency Response (ER) CSW. The other referral involved allegations of general neglect, physical abuse, and emotional abuse by the certified foster parents. The general neglect and emotional abuse allegations were deemed inconclusive, and the physical abuse allegations were deemed unfounded by the DCFS ER CSW. The outcomes of the OHCIS investigations are still pending as of the writing of this report. Also, one of the certified foster parents under investigation at the time of the QAR, had been previously investigated for similar allegations for which the FFA submitted a Corrective Action Plan to the OHCIS addressing findings related to physical and emotional abuse and general neglect. The OHCMD QAR Reviewer met with the FFA Director and FFA Social Worker Supervisors to discuss child safety concerns and how to work together to implement their Safety QIP.

In the area of Permanency, the FFA continues to provide a good quality of services to support permanency for the focus children. All three focus children have established positive relationships with key adult supporters, such as the FFA Social Workers and their certified foster parents. The FFA supports the focus children's permanency plans established by DCFS. The permanency plan for one focus child is adoption; she has been referred to the DCFS Placement and Recruitment Unit. The DCFS CSW and FFA Social Worker are exploring the possibility of adoption with the focus child's current certified foster parent. The second focus child's permanency plan is Permanent Planning Living Arrangement. This focus child has developed a strong relationship with her current foster family, as the focus child was previously placed with this certified foster family. She has resided with the certified foster family for approximately eight years off and on. Initially, the certified foster parents were uncertain about adoption due to the focus child's behavior; however, at the time of the QAR, the focus child and the certified foster parents expressed an interest in pursuing adoption. The third focus child was receiving Family Reunification services and was reunited with her family during the QAR. The FFA and certified foster parents assist the focus children in achieving their permanency goals. The FFA staff and certified foster parents prepare age-appropriate children for permanency by teaching the placed children independent living skills, ensuring the maintenance of family connections through visitation and ongoing communication, and including the children in discussions regarding their permanency plans. The FFA also provides additional trainings for certified foster parents to help them prepare for the process of children reunifying with their families, adoption, or transitioning into permanent homes. In addition, the placed children are referred to therapy, if needed, to address permanency planning.

In the area of Placement Stability, the FFA and certified foster parents provide good stability for the focus children. The focus children are stable and doing well in their current certified foster homes. None of the focus children has experienced any recent placement disruptions. The certified foster parents and the FFA Social Workers work together to address any concerns and to prevent disruption of placement. During the QAR, the certified foster parents for the second focus child were experiencing difficulties in parenting the focus child. Although

the certified foster parents have experience in raising their own children, who are now adults, the certified foster parents struggled with practicing prudent parenting standards. The certified foster parents requested an emergency meeting with the FFA Social Worker and the focus child's DCFS CSW to discuss the stability of the placement, due to the challenges they were experiencing with the focus child wanting more freedom, which was causing a strain in their relationship. The certified foster parents reported that the FFA Social Worker addressed their concerns and provided support in de-escalating the problems, which prevented the disruption of the placement. One of the FFA Social Workers recommended that the certified foster parents participate in support groups offered by the FFA. The FFA Social Worker stated that the certified foster parents could benefit from sharing experiences with their peers and could learn different ways to cope with the challenges of fostering which could be of great assistance in maintaining placement stability and less likelihood of placement disruptions.

In the area of Visitation, the FFA continues to provide effective services to ensure family connections are maintained for the focus children. The certified foster parents encourage the focus children to maintain contact with family members through telephone calls when visitation is not possible. The first focus child has unmonitored visits with her mother. The second focus child's certified foster parent has ensured that the focus child maintains contact with extended family members. On one occasion, the certified foster parent transported the focus child to see a family member in the hospital. In addition, the certified foster parent invited the focus child's extended family to the focus child's Quinceañera. The certified foster parent for the third focus child monitors visits with the focus child's family members.

PRACTICE INDICATORS
(Measured over last 90 days)

Practice Indicators	Engagement	Service Needs	Assessment & Linkages	Teamwork	Tracking & Adjustment
2014-2015 Scores	5	5	5	4	5
2015-2016 Scores	5	4	4	4	4

In the area of Engagement, the focus children reported feeling heard and respected by their certified foster parents and that they can count on them and their respective FFA Social Workers and DCFS CSWs. Two of the focus children's DCFS CSWs reported there is good communication between the FFA Social Workers and DCFS CSWs in addressing any concerns with the focus children. The FFA Social Workers demonstrated good working relationships with the focus children's DCFS CSWs. The FFA Social Workers accommodated the DCFS CSWs' schedules, whenever possible, and arranged face-to-face visits at the certified foster homes to further develop their working relationship and facilitate the exchange of information. However, one DCFS CSW and the FFA Social Worker shared

that there was limited communication between the two of them and that there was a need to enhance their working relationship to ensure the focus child's needs are being met.

With regards to Service Needs, the OHCMD noted an opportunity for improvement in this area as two of the focus children did not receive needed services. The first focus child has night time enuresis, and the focus child's Needs and Services Plan (NSP) indicated that the focus child would receive weekly therapy to address this problem. However, the focus child has not received any therapeutic services since her placement. The second focus child needed tutoring to improve her grade in Earth Science; however, more than five months had gone by and the focus child had not been linked to a tutor with knowledge in this subject. In addition, the certified foster parents were experiencing some difficulties parenting the second focus child and could benefit from additional support and or counseling in fostering teenagers.

The OHCMD also noted an opportunity for improvement in the area of Assessment & Linkages, as the DCFS CSWs reported not being included in determining and assessing the service needs of the focus children. Further, the identified services for two of the focus children were not implemented, and the focus children were not linked to services to assist them in addressing their mental health and academic needs.

Additionally, the OHCMD noted an opportunity for improvement in the area of Tracking & Adjustment. The focus children's NSPs documented some of their needs; however, the reported needed services were not being provided. In addition, the second focus child's NSP did not include any progress, and therefore, progress made by the focus child could not fully be evaluated by the QAR. One DCFS CSW reported not being informed of the focus child's ongoing progress and did not know how the FFA monitors or tracks any progress the focus child is making.

In the area of Teamwork, the OHCMD found that the FFA had not implemented the 2014-2015 QIP, which indicated that all staff would be trained on the new methods to improve teamwork and increase participation by family members/NREFMs and DCFS CSWs in team meetings. During the QAR, the OHCMD found that the FFA was still not including family members or DCFS CSWs in team meetings. This was apparent, as during the QAR interviews, two of the FFA Social Workers reported that the team meetings were not being held. Further, the FFA's administrator reported that the FFA looks to DCFS to plan team meetings, as it is not the responsibility of the FFA staff. Two of the DCFS CSWs reported that they were not included in team meetings. The DCFS CSWs also reported that they were not being included in the development of treatment goals or the ongoing assessment of the focus children. There was one emergency meeting held during the QAR which was requested by the second focus child's certified foster parents who were experiencing parenting issues. Present at the meeting were the certified foster parent, FFA Social Worker, and DCFS CSW. As a result of this meeting, the DCFS CSW scheduled a Child and Family Team meeting in which the focus child, the certified foster parents, and FFA Social Worker also participated. The meeting was beneficial in working out the parenting issue and helped to stabilize the placement. There were no team meetings held for the other two focus children. It would be beneficial to the placed children if there were increased teamwork and

more interaction between the FFA Social Workers, certified foster parents, DCFS CSWs, and family members/NREFMs. Also, all team members need to be included in discussions regarding the ongoing assessment of the focus children's needs and case plan development. The OHCMD Quality Assurance Reviewer met with the FFA staff to discuss why the previous QIP was not implemented and to work together to develop a new QIP that would be successful for the FFA and the placed children.

NEXT STEPS TO SUSTAIN SUCCESS AND OVERCOME CURRENT CHALLENGES

In May 2016, the OHCMD provided the FFA with technical support related to the CAD's 2015-2016 Contract Compliance Review findings in the areas of Licensure/Contract Requirements, Certified Foster Homes, and Facility and Environment. Technical support was provided on how the FFA can prevent CCL citations; ensure that Special Incident Reports are properly cross-reported; proper documentation of vehicle maintenance; and that common areas are well maintained.

In May 2016, the Quality Assurance Reviewer met with the FFA to discuss the results of the QAR and to provide the FFA with technical support addressing methods on improving in the areas of Safety, Service Needs, Assessment & Linkages, Teamwork, and Tracking & Adjustment. The FFA submitted the attached approved QIP. The OHCMD Quality Assurance staff will continue to provide ongoing technical support, training, and consultation to assist the FFA in implementing their QIP.

June 30, 2016

Via Email
Patricia Bolanos-Gonzalez
Children's Services Administrator II
Department of Children and Family Services
Out of Home Care Management Division
9320 Telstar Avenue, Suite 216
El Monte, California 91731

RE: QUALITY IMPROVEMENT PLAN FOR FFA (2016)

Chief Executive Officer
Anil Vadaparty

Accredited by:

Accrediting Commission for Schools
533 Airport Blvd., Suite 200
Burlingame, CA 94010
Phone: (650) 696 1060

International Association of Continuing Education and Training

Member Agency:
Association of Community Human Service Agencies

Child Welfare League of America

Dear Patricia,

Thank you for the draft of the Quality Assurance Report (QAR) for the FFA program. As requested, below are the areas that were found to be needing improvement along with our response. As we stated in our initial meeting, while we disagree with some of the findings, we are committed to continually improving our services thus appreciate the opportunity to do so.

(1) **MCKINLEY'S RESPONSE TO QAR – SAFETY:** The QAR noted that McKinley did not fully implement the 2014-2015 QIP. The QAR also indicated that during the recent visit, the reviewer noted that in one case, a foster parent did not receive approval from DCFS before allowing a birth parent to increase unmonitored visits with a foster child, and that there was an allegation against a foster parent for a safety related issue who also had a similar allegation in the past.

Please know that the safety of our children is our top priority and we are committed to taking all reasonable action to ensure their safety. Thus, our QIP for this section is as follows:

(A) The foster parent who allowed the birth parent unmonitored visits will be counseled, in writing, regarding the need to receive DCFS approval, by the case carrying Social Worker no later than July 15, 2016.

(B) All foster parents will be required to sign a revised visitation policy indicating that any modifications to visitations must be approved in advance by DCFS. Signed copies of this

McKINLEY CHILDREN'S CENTER

Chief Executive Officer
Anil Vadaparty

Accredited by:

Accrediting Commission for Schools
133 Airport Blvd., Suite 200
Burlingame, CA 94010
Phone: (650) 696-1060

International Association of Continuing Education and Training

Member Agency:
Association of Community Human Service Agencies

Child Welfare League of America

policy will be maintained in the parent's file. This policy will also be included in foster parent pre-certification training.

(C) In situations where a foster parent has an allegation made against them there will be a safety assessment to ensure safety of all children/ youth placed in their care, an Administrative meeting with the Social Worker and the Supervising Social Worker will be held. This will occur regardless of the outcome of the investigation and will take place within 7 business days of the investigation outcome. The meeting may result in retraining, re-assessment of children placed, or possible de-certification. The result of the meeting will be documented and placed in the parent's file. This procedure will be monitored by the Supervising Social Workers and implemented no later than July 1, 2016.

(2) **MCKINLEY'S RESPONSE TO QAR – SERVICE NEEDS:** Issues: The QAR indicated that an enuretic child was awaiting services for his condition, and another child who needed academic tutoring. Our QIP for this area is as follows:

(A) For the enuretic child referenced above, the CSW, in a letter sent to McKinley dated June 28, 2016, stated that after speaking with the FFA Social Worker and the Foster Parent, the condition has improved significantly and is not of major concern. Please note that a tutoring referral was provided to the second youth in question, but the youth denied services. A second referral for tutoring was made on February 2016 and the youth, after receiving these services, was able to improve her failing grades to passing grades. We will continue to monitor the situation and encourage the youth to participate in tutoring as needed.

(B) To better identify service needs for all children, the following will be done:

1. The FFA Social Worker will complete the Youth Questionnaire (YO-Q) within 30 days of intake and every 6 months thereafter. This standardized tool helps to identify needs and will be used within 30 days of intake and every 6 months thereafter.
2. The FFA Social Worker will call a team meeting within 20 days of intake, and then approximately 20 days prior

McKINLEY
CHILDREN'S
CENTER

Chief Executive Officer
Anil Vadaparty

Accredited by:

Accrediting Commission for Schools
633 Airport Blvd., Suite 200
Burlingame, CA 94010
Phone: (800) 698-1200

International Association of
Continuing Education and Training

Member Agency:
Association of Community
Human Service Agencies

Child Welfare League of
America

to the revision of each NSP. The purpose of these team meetings is to discuss any issues related to the child, identify needs, link the child to services to meet those needs, and develop goals. Data from the YO-Q, along with data from other sources including SIRs, will be shared during this meeting. The individuals invited to team meetings will include the CSW, the foster parent, the foster child, biological family (if appropriate) and any other significant person. Face to face meetings are preferable, but arrangements will be made to have individuals call in if that is the only way they can participate. Invitations to these meetings will be sent by any combination of email, telephone and letters and attempts to invite key individuals will be documented and maintained in the child's chart.

3. The results of the team meeting will be documented in the child's chart.
4. Each FFA office will also maintain a resource binder to help link the child with services to meet their needs.
5. Supervisors will be responsible for ensuring this process takes place, and the Quality Systems Department, during their random reviews which take place every 2 months, will review case records to ensure that this process is taking place.
6. Foster care social workers will be trained on this procedure by July 28, 2016.

(3) **MCKINLEY'S RESPONSE TO QAR – ASSESSMENT AND LINKAGES:** The DCFS County social workers reported not being included in determining and assessing the service needs of the focus children. The identified services were not implemented, and the focus children were not linked to services to assist them in addressing their mental health and academic needs. The QIP for this area is as follows:

(A) We will implement the Team Meetings procedure, as described in 2(B) above.

1. Upon the identification of needs and services by using the process described in (2) above (and upon approval by the CSW), the FFA Social Worker will link the child to those services within 7 business days and will document

Chief Executive Officer
Anil Vadapally

Accredited by:

Accrediting Commission for Schools
533 Airport Blvd., Suite 200
Burlingame, CA 94010
Phone: (650) 696-1060

International Association of
Continuing Education and Training

Member Agency:
Association of Community
Human Service Agencies

Child Welfare League of
America

in the child's chart who the service provider is, the type of service to be offered, frequency, location and the expected outcome.

2. The FFA Social Worker will utilize a Resource Binder, discussed in (2) above, as well as consultations with the CSW and Supervisor, to locate service providers.
3. All foster children's needs and measurable goals (as indicated in their NSP), along with services aimed to meet these goals, will be given to the child and foster parent, and identified team members by the FFA Social Worker within 7 business days of the NSP being approved.
4. Progress towards each of the goals and the effectiveness of the services will be clearly documented by the FFA Social Worker on their weekly contact notes upon completion of weekly visits. As much as possible, the progress will be indicated using data. The information will be used to update the child's NSP.
5. If the FFA Social Worker is unable to link the child to these services within 7 business days, the reasons for the delay will be communicated to the Supervisor and CSW, and will be documented in the child's chart.
6. During weekly visits and on an on-going basis, the FFA Social Worker will ensure that the required services are implemented by speaking with the child and family, and reviewing reports. If services are not being implemented, the FFA Social Worker will work collaboratively with the family, the foster child, the Supervisor and the CSW to identify solutions to implement services. This will occur within 7 business days of identifying that required services are not being implemented.
7. Supervisors will be responsible for ensuring this process takes place, and the Quality Systems Department, during their random case record reviews which take place every 2 months, will review case records to ensure that this process is taking place.
8. Foster care social workers will be trained on this procedure by July 28, 2016.

Chief Executive Officer
Anil Vadaparty

Accredited by:

Accrediting Commission for Schools
533 Airport Blvd., Suite 200
Burlingame, CA 94010
Phone: (650) 696-1060

International Association of
Continuing Education and Training

Member Agency:
Association of Community
Human Service Agencies

Child Welfare League of
America

(4) **MCKINLEY'S RESPONSE TO QAR – TRACKING AND ADJUSTMENT:** The QAR revealed that for one of the focus children, the NSP did not indicate progress (if any). The QIP for this area is as follows:

(A) For the child referenced above, the upcoming NSP will indicate the progress the child made towards their goals. This will be completed by the case carrying Social Worker and reviewed by the Supervising Social Worker. This child's next NSP will be completed by next due date of September 1, 2016.

(B) For all children moving forward, the procedure described in 3(A) above will be used to help track the progress made towards established goals.

(C) The FFA Social Worker is responsible for tracking progress towards goals. To ensure this is occurring, the Supervisor shall review the tracking of goals during supervision with the FFA Social Worker, and the Quality Systems Department will review the tracking of goals during random case records reviews which take place every 2 months.

(5) **MCKINLEY'S RESPONSE TO QAR – TEAMWORK:** The QAR also stated that team meetings to address issues with foster children were not occurring. To address these issues, the foster care socials worker will call team meetings, utilizing the procedure described in 2(B). Please note that the FFA Social Worker may call more frequent team meetings if there are issues or concerns which need immediate attention. In these cases, the parties will be notified of a team meeting by the FFA Social Worker within 7 business days of the concern being noted. The Supervisor will be responsible for ensuring this procedure is followed.

McKINLEY CHILDREN'S CENTER

Chief Executive Officer
Anil Vadaparty

Accredited by:

Accrediting Commission for Schools
633 Airport Blvd., Suite 200
Burlingame, CA 94010
Phone: (800) 868-1000

Independent Association of Continuing Education and Training

Member Agency:
Association of Community Human Service Agencies

Child Welfare League of America

Please let me know if you have any questions. Thank you for your feedback and the opportunity to respond.

Sincerely,

Julissa Castillo,
Chief Programs Officer for FFA/Adoptions

CC: Anil Vadaparty, *Chief Executive Officer*

762 West Cypress Street • San Dimas, CA 91773-3599 • Phone: 909/599-1227 • Fax: 909/592-3841 • Website: www.mckinleycc.org • Training Website: www.mccnifiet.com