

**Los Angeles County**

**Office of Child Protection**

---

**Countywide Child Protection  
Strategic Plan  
2016 – 2026**

**A very special thanks to:**

Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich  
Sachi A. Hamai, Chief Executive Officer  
Lori Glasgow, Executive Officer, Board of Supervisors  
Cynthia D. Banks, Director, Community and Senior Services  
Ronald L. Brown, Public Defender  
Philip L. Browning, Director, Department of Children and Family Services  
Yolanda De Ramus, Acting County Librarian (*former*)  
Janice Y. Fukai, Alternate Public Defender  
Lisa M. Garrett, Director of Personnel  
Steven J. Golightly, Director, Child Support Services Department  
Russ Guiney, Director, Department of Parks & Recreation (*former*)  
Cynthia A. Harding, Interim Director, Department of Public Health  
Mitchell H. Katz, Director, Department of Health Services  
Robin Kay, Acting Director, Department of Mental Health  
Jackie Lacey, District Attorney  
Peter Loo, Acting Chief Information Officer  
Jim McDonnell, Sheriff  
Daryl L. Osby, Fire Chief  
Skye Patrick, Library Director, Public Library  
Jerry E. Powers, Chief Probation Officer (*former*)  
Cal Remington, Interim Director, Probation Department  
Richard Sanchez, Chief Information Officer (*former*)  
Marvin J. Southard, Director, Department of Mental Health (*former*)  
Sheryl L. Spiller, Director, Department of Public Social Services  
Margaret Donnellan Todd, County Librarian (*former*)  
John Wicker, Director, Department of Parks and Recreation

for their generous support of the Office of Child Protection during its initial year and for enabling it to develop the Strategic Plan that will help improve the safety and protection of our County's children.

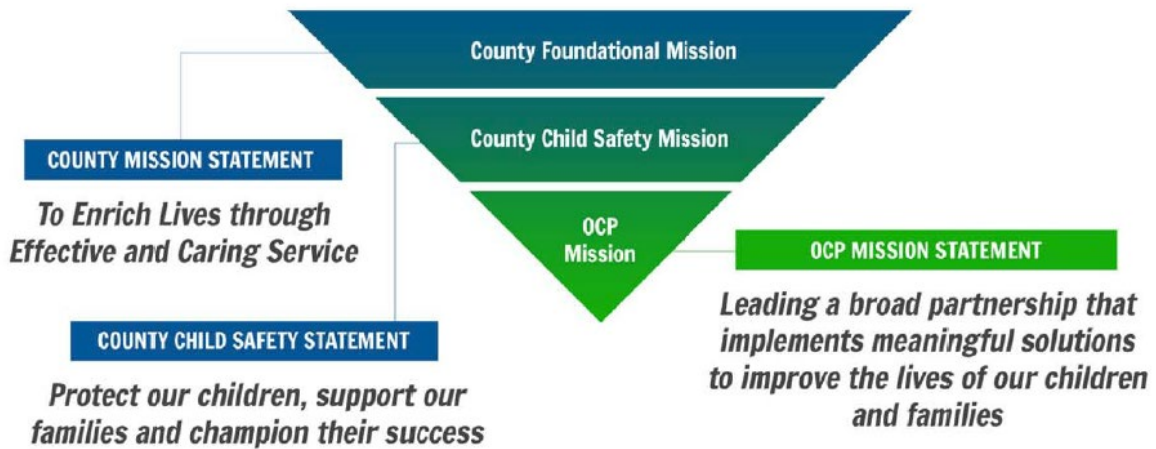
We are also grateful to Fesia A. Davenport, Interim Director, for her leadership of the Office of Child Protection during its first year and setting the foundation for the development of this plan.

Thanks also to the Blue Ribbon Commission on Child Protection for all of their hard work in the development of the report issued on April 18, 2014, "The Road to Safety for Our Children."

# Table of Contents

<b>TABLE OF CONTENTS</b> .....	<b>i</b>
<b>MISSION AND VALUES</b> .....	<b>1</b>
<b>CALL TO ACTION</b> .....	<b>2</b>
OUR CREATION.....	2
OUR PROGRESS .....	2
OUR APPROACH .....	2
WHAT WE’RE GOING TO ACHIEVE .....	3
WHAT IT WILL TAKE TO DO BETTER .....	4
<b>COUNTYWIDE CHILD PROTECTION GOALS AND OBJECTIVES</b> .....	<b>5</b>
<b>PREVENTION</b> .....	<b>5</b>
<i>Early Prevention</i> .....	5
<i>Continuum of Care</i> .....	5
<b>SAFETY</b> .....	<b>6</b>
<i>Early Action</i> .....	6
<i>Electronic Information Sharing</i> .....	6
<b>PERMANENCY</b> .....	<b>7</b>
<i>Reunification, Recruitment and Retention</i> .....	7
<i>Connections to Caring Adults</i> .....	7
<b>WELL-BEING</b> .....	<b>8</b>
<i>Youth Empowerment</i> .....	8
<i>Education, Employment and Housing</i> .....	8
<i>Health Care</i> .....	9
<b>CROSS-CUTTING APPROACHES</b> .....	<b>10</b>
<i>Broad Partnerships</i> .....	10
<i>Eliminating Barriers</i> .....	10
<i>Innovation</i> .....	10
<i>Resource Acquisition</i> .....	11
<i>Cross-training</i> .....	11
<i>Continuous Evaluation</i> .....	11
<b>APPENDIX A</b> .....	<b>12</b>
<b>STRATEGIES AND OBJECTIVES SOURCE CROSS-WALK</b> .....	<b>13</b>
<b>ACKNOWLEDGMENTS</b> .....	<b>19</b>
ORGANIZATIONS .....	19
INDIVIDUALS .....	19

# Mission and Values



## VALUES FOR THE COUNTY MISSION ON CHILD SAFETY:

<p><b>INTEGRITY</b></p> <p>We do the right thing for our children and families, listening to their voices, and placing their needs at the center of our policies and actions.</p>	<p><b>DATA DRIVEN PLANNING</b></p> <p>We strategically use data to inform planning, activities, and decision making.</p>	<p><b>INTEGRATED SERVICE DELIVERY</b></p> <p>We facilitate inter-agency collaboration to ensure that County departments both work together and with other diverse stakeholders. Towards this end, joint planning and budgeting is a necessary part of this collaborative process.</p>	<p><b>CHILD CENTERED &amp; FAMILY FOCUSED</b></p> <p>We consider the impact of policy implementation through the eyes of our children and families, and are committed to supporting a continuum of care that is both preventative and provides long-term support.</p>
<p><b>TRANSPARENCY</b></p> <p>We readily share information about our processes, activities, and decision making.</p>	<p><b>COMMUNITY ENGAGEMENT</b></p> <p>We actively engage the community as real partners about the best ways to protect children and support their families in the cultural context of each community.</p>	<p><b>ADVOCACY</b></p> <p>We seek to influence national, State, and local policy decisions, program development, and resource allocation to promote continuous improvement of the child protection system and better child protection outcomes.</p>	<p><b>INNOVATION</b></p> <p>We constantly challenge ourselves and partners to advance best practices and seek new solutions for improving child protection, establishing Los Angeles County as a national model.</p>

## Call to Action

### *Our Creation*

The Los Angeles County Board of Supervisors and Chief Executive Officer created the Office of Child Protection (OCP) in February 2015 to improve communication, coordination, and accountability across agencies involved in the child protection network so that vulnerable children have a better chance of growing up safer and healthier.

The OCP has built upon the work of the 2014 Board-adopted Blue Ribbon Commission on Child Protection's (BRC) report that recommended several improvements to the County's child protection network. Some of the report's key findings include:

- Gaps in the continuum of care compromise safety
- Inadequate attention has been given to prevention services
- County departments that should work together often operate in silos
- The County's child welfare system reflects a culture driven by crises, not data
- The system's ability to respond effectively to a child's needs is compromised by the lack of information sharing

### *Our Progress*

Since its creation, the OCP, under the Interim Director, Fesia Davenport, worked closely with several County departments and community partners to make progress on efforts to address issues, including:

- Launching a children's social worker/public health nurse joint visit initiative,
- Finalizing a data sharing agreement to electronically share information across eight County departments during investigations of child abuse or neglect,
- Convening a task force on the use of psychotropic medication for children under the County's care, and
- Identifying initial high-risk communities for piloting prevention efforts.

Additionally, the OCP brought together over 500 stakeholders from across the County to gather input for the County's child protection strategic plan. These convenings included representatives from a wide variety of constituencies including: community and faith-based organizations, advocates, school districts, law enforcement, juvenile court, County departments, citizen groups and clubs, County commissioners, universities, and philanthropic organizations. The OCP also held focus groups specifically for: youth in care, transition-aged youth, biological parents, relative caregivers, resource families and DCFS line staff to hear their unique perspectives.

### *Our Approach*

The OCP will work to fulfill the Board's charge of protecting children by collaborating with County agencies, the community and other entities to identify problems impacting child protection and safety, and develop solutions that will improve how the system serves children and families. We want to

strengthen our child protection system and promote better communication, coordination and accountability that will minimize, if not eliminate, the risk that a child known to one or more entities in our system will be harmed.

Achieving this will take work on multiple levels. We need to determine how safety and risk will be assessed, in what situations this will occur, and by whom. While the Department of Children and Family Services is the one department whose primary focus is children, many other departments and entities are key partners in serving children and need to be part of the assessment process. How and to what extent this happens needs to be specifically defined.

We also need to improve how these different partners are communicating and coordinating with each other. We need to ensure that the right structures are in place to reduce gaps and identify the missed opportunities for intervening. Implementation of this coordinated child protection system will require resources, training and cross-training, evaluation, and oversight.

Additionally, there needs to be a process developed for bringing together the key partners in child protection to communicate and brainstorm solutions to difficult problems. This would not only help to break down silos across these entities, but also promote a shared ownership of the solutions developed. As the problems and answers in this arena are multi-dimensional, so is the role of the OCP. Its role will include, but not necessarily be limited to, that of a network convener, consensus builder, identifier of structural problems, facilitator of improvements, clarifier of issues, aligner of operational concerns, negotiator of multi-agency barriers, evaluator of child protection outcomes, strategic planner, and partner with community, philanthropy and other stakeholders so that vulnerable children and families in Los Angeles County can get the supports needed to promote their safety and well-being.

### *What We're Going to Achieve*

The following Countywide Child Protection Strategic Plan will provide a roadmap for the work of the system and the OCP over the next ten years. Its development stems from a variety of sources including:

- The Countywide Mission Statement on Child Safety and Values
- The OCP Mission Statement
- Input from the more than 500 stakeholders who participated in the Countywide convenings and focus groups
- Consultations with County departments
- Recommendations from the BRC's final report

The overarching theme of the plan is to ensure that the safety and risk to children are being effectively assessed. Improving efforts in this area will drive improvements in all other focus areas, as the proper assessment of risk sets the foundation for ensuring the safety and protection of our children. The focus areas of this plan are: Prevention, Safety, Permanency, Well-Being, and Cross-Cutting Approaches. All strategies and objectives in the plan will be implemented within this framework, while accounting for cultural responsiveness, intersectionality and disproportionality with regard to race,

ethnicity, sexual orientation and gender identity. In particular, the plan will address the disproportionality in numbers and negative outcomes for African American, American Indian and LGBTQ youth.

This plan is a living document that will be continually re-evaluated over the next ten years. Additionally, the OCP will work on key emerging issues as they arise and fit within our scope, as well as implement the BRC recommendations, as appropriate.

### *What it Will Take to do Better*

The premise of this plan is that improving the child protection system is a shared responsibility, one that must be embraced by all partners if meaningful progress is going to be made. We believe that we have the opportunity to substantially improve child safety in Los Angeles County by coordinating and aligning the work of multiple departments, entities, and community partners who touch the lives of children. The system that works best is the system where all of its pieces work together to achieve a common goal, in this case, the safety and protection of our children.



---

Judge Michael Nash (Ret.)  
Executive Director  
Office of Child Protection  
County of Los Angeles

# Countywide Child Protection Goals and Objectives

Prevention	
<p><b>Goal 1:</b> Provide children and families with the upfront supports and services they need to prevent them from entering the child welfare system and/or limit their involvement with the system once they are known to it.</p>	
<p><b>Strategy 1.1</b>  <i>Early Prevention</i> – Ensure that families are provided with an array of upfront supports within their own communities in order to minimize their chances of entering the child welfare system and maximizing their chances of living healthy and stable lives.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Work with First 5 LA, County departments, community partners, stakeholders and others to develop and implement the first phase of a prevention plan that expands the infrastructure created by the Prevention and Aftercare Networks, builds on existing services and resources for families, documents gaps in community resources and works with community partners to increase support for children and families where needed.</li> <li>2. Work with DPSS, County departments, First 5 LA, community partners, and other entities to identify at-risk families and provide them with the supports they need to prevent them from entering the child welfare system.</li> </ol>	
<p><b>Strategy 1.2:</b>  <i>Continuum of Care</i> – Create a structure that promotes good communication and coordination of services across entities assisting children and families once they become known to the child protection system.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Work with County departments to determine how best to ensure that line staff across departments routinely collaborate and communicate with each other to support the families they are jointly providing services to, as part of their normal job duties.</li> <li>2. Expand existing programs that have demonstrated good results (e.g. home visitation, early care and education, Public Library programs, Parks and Recreation programs, mental health services, etc.), and implement promising solutions to service gaps.</li> <li>3. Use technology to efficiently assist staff from all departments and community partners to connect youth and families to needed services and resources.</li> <li>4. Work with First 5 LA, the County’s Public Information Office, and other partners to develop a communication strategy for educating the public on child abuse prevention and available supports in their communities.</li> </ol>	



Safety

**Goal 2:** Minimize, if not eliminate, the risk that a child known to one or more entities in our system will be harmed.

**Strategy 2.1**

*Early Action* – Ensure immediate attention is given to the most vulnerable children once they come into contact with the County.

**Objectives:**

1. Assist County Counsel with reviewing the last 5 years of reports prepared by DCFS for County Counsel related to critical incidents and fatalities and making recommendations to improve the County’s child welfare system.
2. Work with DCFS, Sheriff, stakeholders and others to ensure that effective risk assessment tools/processes are in place.
3. Work with County departments and others to determine how best to connect highly vulnerable families to comprehensive services and mitigate their risk of harm.
4. Evaluate the current use of public health nurses (PHNs) in child welfare and explore expanded roles to make best use of their expertise.

**Strategy 2.2**

*Electronic Information Sharing* – Ensure legally permissible information that is relevant to child safety is shared electronically by those who need it.

**Objectives:**

1. Work with the CIO and other County departments to develop an electronic portal for sharing relevant information on alleged perpetrators of child abuse or neglect with DCFS case workers to inform their investigations and detention determinations.
2. Work with the CIO and other County Departments to develop an electronic data sharing system to share client information across County departments and other entities for safety and case planning purposes.
3. Work to connect DCFS, DPH, and others as relevant to the Los Angeles Network for Enhanced Services (LANES) system that will be used by DMH and DHS to access health record information.

Permanency

**Strategic Goal 3:** No child leaves the system without a permanent family or a responsible caring adult in his or her life.

**Strategy 3.1**

*Reunification, Recruitment and Retention* – Enhance current efforts of DCFS, Probation, community partners, philanthropy and others to provide services for parents seeking reunification, work with partners to increase the number of relative placements and other resource families, and expand supports for all caregivers (e.g., assistance with visitation, access to child care, etc.).

**Objectives:**

1. Work with DCFS, Probation, DPSS, LAHSA, Child Support, DPH, DMH, DHS, faith-based organizations, community partners, philanthropy and others to better support parents seeking to reunify with their children and ensure that housing issues are not a barrier to reunification.
2. Work with DCFS, Probation, the Juvenile Court, philanthropy, stakeholders and others to increase permanency, not only through reunifying families, but also through increasing relative placements, recruiting and retaining resource families, and ensuring all caregivers receive proper supports.
3. Work with DCFS, Probation, DHS, DMH, DPH, the Juvenile Court, philanthropy and other community partners to ensure stable placements for all children and youth, especially those who have been traditionally labeled “hard to place” such as probation, LGBTQ, CSEC, and older youth.

**Strategy 3.2**

*Connections to Caring Adults* – Make sure that every DCFS and Probation youth has the opportunity to be connected with a responsible caring adult.

**Objective:**

1. Work with County departments, community partners and others to establish a network of caring adults by expanding existing programs and/or creating new ones, and supporting healthy, organic relationships.

Well-Being

**Goal 4:** Ensure that system-involved youth achieve the physical, emotional and social health needed to be successful.

**Strategy 4.1**

*Youth Empowerment* – Youth have an active voice in making key decisions about their own lives.

**Objective:**

1. Support DCFS, Probation, DMH, and CSS in implementing the shared Core Practice Model Countywide that will allow youth to play a central role in their case planning process, and ensure supports are based on their needs, not their placement.
2. Work with California Youth Connection and other entities representing and working with youth to ensure their voices are heard throughout all stages of their system involvement.

**Strategy 4.2**

*Education, Employment and Housing* – Champion collaboration among major stakeholders to raise the educational achievement of system-involved youth, expand their job opportunities, and ensure youth who transition out of care have a stable place to live.

**Objectives:**

1. Implement the Education Coordinating Council’s (ECC’s) recently updated strategic plan that focuses on improving the educational achievement of DCFS and Probation youth.
2. Work with CSS, DHR, Parks & Recreation, DCFS, Probation, community partners, philanthropy and others to develop a Countywide plan to increase job readiness and employment opportunities in viable career paths for eligible system-involved youth.
3. Work with DCFS, Probation, DMH, DPH, LAHSA, community partners, philanthropy, and others to ensure transition-aged youth are connected to stable housing.

**Strategy 4.3**

*Health Care* – Provide system-involved youth with good health and mental health care that targets their individual needs.

**Objectives:**

1. Work with the Health Agency and others to coordinate health care for DCFS and Probation youth that includes regular physical, dental and eye exams, developmental screenings, needed mental health evaluations, substance abuse services, pregnancy prevention, services related to expectant and parenting youth, recommended treatment and follow-up care.
2. Work with County departments, First 5 LA, stakeholders, philanthropy, and other partners to create a trauma-informed system that effectively assesses and treats trauma for system-involved youth.
3. Work with partners, the Juvenile Court, and providers of care to develop and implement an improved plan for regulating psychotropic medication practices that ensures system-involved children are properly assessed by qualified prescribers, alternative treatments are considered as a first option, and, when children do receive these medications, that they are not inappropriately medicated, they are properly monitored, and that medications are administered in conjunction with other therapeutic interventions.
4. Work with the CIO, CEO, ISD, DCFS, DMH, DPH, Probation, the Juvenile Court, and others as needed to develop a web-based system for electronically processing Psychotropic Medication Authorizations (ePMA), and generating reports to facilitate the monitoring and quality management of psychotropic medication usage by system-involved youth.
5. Work with the various agencies to ensure accurate, timely, and complete information is maintained in the Health and Education Passport, and that youth can access this information once they exit care.

## Cross-Cutting Approaches

**Goal 5:** Rethink structures, programs, and processes, on an ongoing basis, that impact multiple entities, to take advantage of new thinking and learning that meaningfully improves our child protection system.

### Strategy 5.1

*Broad Partnerships* – Address priority issues facing children and families by establishing partnerships across multiple sectors that offer fresh perspectives and solutions.

#### Objective:

1. Establish a structure for bringing together the key partners in child protection to communicate and brainstorm solutions to difficult problems through the creation of one or more collaborative bodies.
2. Partner with the philanthropic community through the Center for Strategic Public-Private Partnerships to develop a Shared Agenda for joint public-private initiatives that benefit children and families, and leverage public/private resources that support these initiatives.

### Strategy 5.2

*Eliminating Barriers* – Break down barriers that affect line staff’s ability to deliver optimal services.

#### Objective:

1. Work with line staff from all relevant County departments to identify barriers that reduce efficiency and create workload burdens.
2. Work with policymakers and advocates to eliminate identified barriers.

### Strategy 5.3

*Innovation* – Research cutting-edge, proven practices in child welfare, both nationally and internationally, and determine which could be successfully implemented in or adapted for Los Angeles County.

#### Objective:

1. Identify and evaluate innovative practices that improve child protection outcomes.
2. Encourage public and private providers to partner in adopting promising initiatives that improve the child welfare system in Los Angeles County.

<p><b>Strategy 5.4</b>  <i>Resource Acquisition</i> – Secure the needed resources to successfully implement this plan.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Identify resources needed to implement this plan.</li> <li>2. Leverage existing County resources and funds to begin implementation of this plan, and request new resources, if needed.</li> <li>3. Reach out to those who have a stake in this plan being implemented to offer their staff, volunteers, expertise, space, funding, materials, supplies, and/or in-kind support.</li> </ol>	
<p><b>Strategy 5.5</b>  <i>Cross-training</i> – Promote cross-training efforts across organizations, disciplines, and sectors that impact the welfare of children.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Work with ICAN, University Consortium for Children &amp; Families, and other partners to expand and coordinate cross-training efforts across County and community partners to more clearly understand each other’s roles, improve communication and make better use of resources.</li> <li>2. Convene universities, philanthropy, community leaders, and other stakeholders to pinpoint best or promising practices, and encourage their replication.</li> <li>3. Encourage bias awareness Countywide, the development of appropriate responses when bias is detected, and the use of anti-bias interventions to promote diversity and acceptance in working with our children and families.</li> </ol>	
<p><b>Strategy 5.6</b>  <i>Continuous Evaluation</i> – Regularly track and monitor child protection outcomes and use the results to drive County policy and practice change.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Engage County departments, universities, the Juvenile Court, and other stakeholders to identify cross-departmental outcome measures that evaluate how the child protection system is working.</li> <li>2. Work with County departments and key partners to develop a mechanism for regularly tracking and monitoring child protection outcomes that will inform the work of the broad partnerships.</li> </ol>	

## **APPENDIX A**

## Strategies and Objectives Source Cross-Walk

Prevention	Source
<p><b>Strategy 1.1:</b> <i>Early Prevention</i> – Ensure that families are provided with an array of upfront supports within their own communities in order to minimize their chances of entering the child welfare system and maximizing their chances of living healthy and stable lives.</p>	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> <li>• Parents focus group</li> </ul>
<b>Objectives:</b>	
<p>1. Work with First 5 LA, County departments, community partners, stakeholders and others to develop and implement the first phase of a prevention plan that expands the infrastructure created by the Prevention and Aftercare Networks, builds on existing services and resources for families, documents gaps in community resources and works with community partners to increase support for children and families where needed.</p>	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<p>2. Work with DPSS, County departments, First 5 LA, community partners, and other entities to identify at-risk families and provide them with the supports they need to prevent them from entering the child welfare system.</p>	<ul style="list-style-type: none"> <li>• OCP prevention workgroup</li> </ul>
<p><b>Strategy 1.2:</b> <i>Continuum of Care</i> – Create a structure that promotes good communication and coordination of services across entities assisting children and families once they become known to the child protection system.</p>	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> <li>• Parent focus group</li> <li>• DCFS line staff focus group</li> </ul>
<b>Objectives:</b>	
<p>1. Work with County departments to determine how best to ensure that line staff across departments routinely collaborate and communicate with each other to support the families they are jointly providing services to, as part of their normal job duties.</p>	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<p>2. Expand existing programs that have demonstrated good results (e.g. home visitation, early care and education, Public Library programs, Parks and Recreation programs, mental health services, etc.), and implement promising solutions to service gaps.</p>	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<p>3. Use technology to efficiently assist staff from all departments and community partners to connect youth and families to needed services and resources.</p>	<ul style="list-style-type: none"> <li>• BRC report</li> <li>• Stakeholder convenings</li> <li>• DCFS line staff focus group</li> </ul>
<p>4. Work with First 5 LA, the County’s Public Information Office, and other partners to develop a communication strategy for educating the public on child abuse prevention and available supports in their communities.</p>	<ul style="list-style-type: none"> <li>• Stakeholder convenings</li> <li>• DCFS line staff focus group</li> <li>• BRC report</li> </ul>



Safety	Source
<b>Strategy 2.1: <i>Early Action</i></b> – Ensure immediate attention is given to the most vulnerable children once they come into contact with the County.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<b>Objectives:</b>	
1. Assist County Counsel with reviewing the last 5 years of reports prepared by DCFS for County Counsel related to critical incidents and fatalities and making recommendations to improve the County’s child welfare system.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> </ul>
2. Work with DCFS, Sheriff, and others to ensure that effective risk assessment tools/processes are in place.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
3. Work with County departments and others to determine how best to connect highly vulnerable families to comprehensive services and mitigate their risk of harm.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
4. Evaluate the current use of public health nurses (PHNs) in child welfare and explore expanded roles to make best use of their expertise.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<b>Strategy 2.2: <i>Electronic Information Sharing</i></b> – Ensure legally permissible information that is relevant to child safety is shared electronically by those who need it.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<b>Objectives:</b>	
1. Work with the CIO and other County departments to develop an electronic portal for sharing relevant information on alleged perpetrators of child abuse or neglect with DCFS case workers to inform their investigations and detention determinations.	<ul style="list-style-type: none"> <li>• OCP data sharing workgroup</li> <li>• BRC report</li> <li>• Stakeholder convenings</li> </ul>
2. Work with the CIO and other County Departments to develop an electronic data sharing system to share client information across County departments and other entities for safety and case planning purposes.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
3. Work to connect DCFS, DPH, and others as relevant to the Los Angeles Network for Enhanced Services (LANES) system that will be used by DMH and DHS to access health record information.	<ul style="list-style-type: none"> <li>• OCP grant-funded partnership with community agency</li> </ul>
Permanency	Source
<b>Strategy 3.1: <i>Reunification, Recruitment and Retention</i></b> – Enhance current efforts of DCFS, Probation, community partners, philanthropy and others to provide services for parents seeking reunification, work with partners to increase the number of relative placements and other resource families, and expand supports for all caregivers (e.g., assistance with visitation, access to child care, etc.).	<ul style="list-style-type: none"> <li>• BRC recommendation</li> </ul>

<b>Objectives:</b>	
1. Work with DCFS, Probation, DPSS, LAHSA, Child Support, DPH, DMH, DHS, faith-based organizations, community partners, philanthropy and others to better support parents seeking to reunify with their children and ensure that housing issues are not a barrier to reunification.	<ul style="list-style-type: none"> <li>Stakeholder convenings</li> </ul>
2. Work with DCFS, Probation, the Juvenile Court, philanthropy stakeholders and others to increase permanency, not only through reunifying families, but also through increasing relative placements, recruiting and retaining resource families, and ensuring all caregivers receive proper supports.	<ul style="list-style-type: none"> <li>BRC recommendation</li> <li>Stakeholder convenings</li> </ul>
3. Work with DCFS, Probation, DHS, DMH, DPH, the Juvenile Court, philanthropy and other community partners to ensure stable placements for all children and youth, especially those who have been traditionally labeled “hard to place” such as probation, LGBTQ, CSEC, and older youth.	<ul style="list-style-type: none"> <li>TAY focus groups</li> <li>Stakeholder convenings</li> <li>DCFS line staff focus group</li> </ul>
<b>Strategy 3.2: <i>Connections to Caring Adults</i></b> – Make sure that every DCFS and Probation youth has the opportunity to be connected with a responsible caring adult.	<ul style="list-style-type: none"> <li>TAY focus groups</li> <li>Stakeholder convenings</li> <li>DCFS line staff focus group</li> </ul>
<b>Objective:</b>	
1. Work with County departments, community partners and others to establish a network of caring adults by expanding existing programs and/or creating new ones, and supporting healthy, organic relationships.	<ul style="list-style-type: none"> <li>Stakeholder convenings</li> </ul>
<b>Well-Being</b>	
<b>Source</b>	
<b>Strategy 4.1: <i>Youth Empowerment</i></b> – Youth have an active voice in making key decisions about their own lives.	<ul style="list-style-type: none"> <li>Youth in care focus group</li> <li>TAY focus groups</li> <li>BRC report</li> </ul>
<b>Objective:</b>	
1. Support DCFS, Probation, DMH and CSS in implementing the shared Core Practice Model Countywide that will allow youth to play a central role in their case planning process, and ensure supports are based on their needs, not their placement.	<ul style="list-style-type: none"> <li>Youth in care focus group</li> <li>TAY focus groups</li> </ul>
2. Work with California Youth Connection and other entities representing and working with youth to ensure their voices are heard throughout all stages of their system involvement.	<ul style="list-style-type: none"> <li>TAY focus groups</li> <li>BRC recommendation</li> </ul>
<b>Strategy 4.2: <i>Education, Employment and Housing</i></b> – Champion collaboration across major stakeholders to raise the educational achievement of system-involved youth, expand their job	<ul style="list-style-type: none"> <li>BRC recommendation</li> <li>Stakeholder convenings</li> <li>TAY focus groups</li> <li>Foster parent focus group</li> </ul>

opportunities, and ensure youth who transition of out care have a stable place to live.	<ul style="list-style-type: none"> <li>Relative caregivers focus group</li> </ul>
<b>Objectives:</b>	
1. Implement the Education Coordinating Council’s (ECC’s) recently updated strategic plan that focuses on improving the educational achievement of DCFS and Probation youth.	<ul style="list-style-type: none"> <li>BRC recommendation</li> </ul>
2. Work with CSS, DHR, Parks & Recreation, DCFS, Probation, community partners, philanthropy and others to develop a Countywide plan to expand job readiness and employment opportunities in viable career paths for eligible system-involved youth.	<ul style="list-style-type: none"> <li>Stakeholder convenings</li> </ul>
3. Work with DCFS, Probation, DMH, LAHSA, community partners, philanthropy, and others to ensure transition-aged youth are connected to stable housing.	<ul style="list-style-type: none"> <li>TAY focus groups</li> <li>Stakeholder convenings</li> </ul>
<b>Strategy 4.3: Health Care</b> – Provide system-involved youth with good health and mental health care that targets their individual needs.	<ul style="list-style-type: none"> <li>BRC recommendation</li> <li>Stakeholder convenings</li> <li>TAY focus groups</li> <li>Foster parent focus group</li> <li>Relative caregivers focus group</li> </ul>
<b>Objectives:</b>	
1. Work with the Health Agency and others to coordinate health care for DCFS and Probation youth that includes regular physical, dental and eye exams, developmental screenings, needed mental health evaluations, substance abuse services, pregnancy prevention, services related to expectant and parenting youth, recommended treatment and follow-up care.	<ul style="list-style-type: none"> <li>Relative caregiver focus group</li> <li>Stakeholder convenings</li> <li>BRC recommendation</li> </ul>
2. Work with County departments, First 5 LA, stakeholders, philanthropy, and other partners to create a trauma-informed system that effectively assesses and treats trauma in system-involved youth.	<ul style="list-style-type: none"> <li>TAY focus groups</li> <li>BRC recommendation</li> <li>Stakeholder convenings</li> </ul>
3. Work with partners, the Juvenile Court, and providers of care to develop and implement an improved plan for regulating psychotropic medication practices that ensures system-involved children are properly assessed by qualified prescribers, alternative treatments are considered as a first option, and, when children do receive these medications, that they are not inappropriately medicated, they are properly monitored, and that medications are administered in conjunction with other therapeutic interventions.	<ul style="list-style-type: none"> <li>TAY focus groups</li> <li>BRC recommendation</li> <li>Stakeholder convenings</li> </ul>

<p>4. Work with the CIO, CEO, ISD, DCFS, DMH, DPH, Probation, the Juvenile Court, and others as needed to develop a web-based system for electronically processing Psychotropic Medication Authorizations (ePMA), and generating reports to facilitate the monitoring and quality management of psychotropic medication usage in system-involved youth.</p>	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• TAY focus groups</li> </ul>
<p>5. Work with the various agencies to ensure accurate, timely, and complete information is maintained in the Health and Education Passport, and that youth can access this information once they exit care.</p>	<ul style="list-style-type: none"> <li>• Foster parents focus group</li> </ul>
<p><b>Cross-Cutting Approaches</b></p>	<p><b>Source</b></p>
<p><b>Strategy 5.1: <i>Broad Partnerships</i></b> – Address priority issues facing children and families by establishing partnerships across multiple sectors that offer fresh perspectives and solutions.</p>	<ul style="list-style-type: none"> <li>• OCP mission statement</li> <li>• BRC recommendation</li> </ul>
<p><b>Objectives:</b></p>	
<p>1. Establish a structure for bringing together the key partners in child protection to communicate and brainstorm solutions to difficult problems through the creation of one or more collaborative bodies.</p>	<ul style="list-style-type: none"> <li>• OCP mission statement</li> <li>• BRC recommendation</li> </ul>
<p>2. Partner with the philanthropic community through the Center for Strategic Public-Private Partnerships to develop a Shared Agenda for joint public-private initiatives that benefit children and families, and leverage public/private resources that support these initiatives.</p>	<ul style="list-style-type: none"> <li>• BRC report</li> <li>• Board of Supervisors Motion</li> </ul>
<p><b>Strategy 5.2: <i>Eliminating Barriers</i></b> – Break down barriers that affect line staff’s ability to deliver optimal services.</p>	<ul style="list-style-type: none"> <li>• BRC report</li> <li>• DCFS line staff focus group</li> </ul>
<p><b>Objectives:</b></p>	
<p>1. Work with line staff from all relevant County departments to identify barriers that reduce efficiency and create workload burdens.</p>	<ul style="list-style-type: none"> <li>• DCFS line staff focus group</li> </ul>
<p>2. Work with policymakers and advocates to eliminate identified barriers.</p>	<ul style="list-style-type: none"> <li>• DCFS line staff focus group</li> </ul>
<p><b>Strategy 5.3: <i>Innovation</i></b> – Research cutting-edge, proven practices in child welfare, both nationally and internationally, and determine which could be successfully implemented or adapted in Los Angeles County.</p>	<ul style="list-style-type: none"> <li>• BRC report</li> <li>• DCFS line staff focus group</li> <li>• Countywide value statement</li> </ul>
<p><b>Objectives:</b></p>	
<p>1. Identify and evaluate innovative practices that improve child protection outcomes.</p>	<ul style="list-style-type: none"> <li>• BRC report</li> <li>• DCFS line staff focus group</li> </ul>
<p>2. Encourage public and private providers to partner in adopting promising initiatives that improve the child welfare system within Los Angeles County.</p>	<ul style="list-style-type: none"> <li>• BRC report</li> <li>• DCFS line staff focus group</li> </ul>

<b>Strategy 5.4: <i>Resource Acquisition</i></b> – Secure the needed resources to successfully implement this plan.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<b>Objectives:</b>	
1. Identify resources needed to implement this plan.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
2. Leverage existing County resources and funds to begin implementation of this plan, and request new resources, if needed.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
3. Reach out to those who have a stake in this plan being implemented to offer their staff, volunteers, expertise, space, funding, materials, supplies, and/or in-kind support.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<b>Strategy 5.5: <i>Cross-training</i></b> – Promote cross-training efforts across organizations, disciplines, and sectors that impact the welfare of children.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<b>Objectives:</b>	
1. Work with ICAN, University Consortium for Children & Families, and other partners to expand and coordinate cross-training efforts across County and community partners to more clearly understand each other’s roles, improve communication and make better use of resources.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
2. Convene universities, philanthropy, community leaders, and other stakeholders to pinpoint best or promising practices, and encourage their replication.	<ul style="list-style-type: none"> <li>• BRC report</li> </ul>
3. Encourage bias awareness Countywide, the development of appropriate responses when bias is detected, and the use of anti-bias interventions to promote diversity and acceptance in working with our children and families.	<ul style="list-style-type: none"> <li>• Board of Supervisors Motion</li> <li>• Stakeholder convenings</li> </ul>
<b>Strategy 5.6: <i>Continuous Evaluation</i></b> – Regularly track and monitor measures of child protection and use the results to drive County policy and practice change.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> <li>• Stakeholder convenings</li> </ul>
<b>Objectives:</b>	
1. Engage County departments, universities, the Juvenile Court, and other stakeholders to identify cross-departmental outcome measures that evaluate how the child protection system is working.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> </ul>
2. Work with County departments and key partners to develop a mechanism for regularly tracking and monitoring child protection outcomes that will inform the work of the broad partnerships.	<ul style="list-style-type: none"> <li>• BRC recommendation</li> </ul>

## Acknowledgments

The OCP would like to thank the following individuals and organizations for their help in developing this Strategic Plan, and for their tireless efforts on behalf of children, youth, and families in Los Angeles County.

### Organizations

- › Advancement Project
- › Alliance for Children's Rights
- › Alma Family Services
- › Antelope Valley College Child Development Center
- › Antelope Valley Hospital
- › Antelope Valley Partners for Health
- › Association of Community Human Service Agencies
- › Aviva Family & Children's Services
- › Bienvenidos
- › Big Brothers Big Sisters of Greater LA
- › Boys & Girls Clubs of the Antelope Valley
- › California Community Foundation
- › California Youth Connection
- › CASA of Antelope Valley
- › CASA of Los Angeles
- › Casey Family Programs
- › Centinela Youth Services
- › Child Alliance
- › Child Care Resource Center
- › Children Now
- › Children's Bureau
- › Children's Data Network
- › Children's Institute, Inc.
- › Children's Law Center of California
- › Chronical of Social Change
- › Citizens Invested in Transitioning Youth
- › Coalition for Engaged Education
- › Community Coalition
- › Didi Hirsch
- › Drew Child Development Corporation
- › Eastside Union School District
- › Education Works Consulting Firm, Inc.
- › El Camino College
- › Families for Children Inc.
- › First 5 LA
- › First Place for Youth
- › Five Acres
- › FosterEd Los Angeles, NCYL
- › Friends of the Family
- › Grandparents As Parents
- › Helpline Youth Counseling
- › IBM
- › ICAN
- › James Storehouse
- › L.A. Care Health Plan
- › Long Beach Unified School District Head Start
- › Los Angeles City Attorney's Office
- › Los Angeles County Commission for Children & Families
- › Los Angeles County Domestic Violence Council
- › Los Angeles County Office of Education
- › Los Angeles County Resource Families Coordinating Council
- › Los Angeles Juvenile Court
- › Los Angeles Mission College
- › Los Angeles Unified School District
- › Los Angeles Universal Preschool
- › McCoy Foundation
- › Neighborhood Legal Services
- › Office of Samoan Affairs, Inc.
- › Ogawa & Associates
- › Olive Crest
- › Orange County Alliance for Children and Families
- › Para Los Ninos
- › Parents In Partnership
- › Peace Over Violence
- › Penny Lane Centers
- › People Who Care Youth Center
- › Personal Involvement Center
- › Policy Roundtable for Child Care and Development
- › Pomona Unified School District
- › Pritzker Foundation
- › Project IMPACT
- › Prototypes
- › Public Counsel
- › RaiseAChild.US
- › Raising Our Children's Kids
- › Ralph M. Parsons Foundation
- › Rosemary Children's Services
- › Shields for Families
- › South Central Los Angeles Regional Center
- › Southern California Grantmakers
- › SPIRITT Family Services
- › St. Anne's
- › Strength United
- › The Village Family Services
- › The Whole Child
- › United Friends of the Children
- › University of California, Berkeley
- › University of Southern California
- › Westside Children's Center
- › Youth Justice Coalition

### Individuals

- › Biological Parents: 16
- › Community Members: 13
- › Resource Families: 28
- › Relative Caregivers: 35
- › Retired Judges: 2
- › Transition Age Youth In-Care: 15
- › Transition Age Youth Out-of-Care: 47
- › DCFS Line Staff: 63